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U. S. DEPARTMENT
OF AGRICULTURE
Soil Conservation Service

PERSONNEL ADMINISTRATION AND PERSONNEL TRAINING
A SELECTED LIST OF REFERENCES

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INTRODUCTION

In preparing the bibliography on personnel administration and training, the compilers sought those kinds of articles which they believed to be most interesting and profitable reading to workers in the Soil Conservation Service.

There has been a very large increase in the number of books, pamphlets, and published articles pertaining to personnel work during the last five years. As it seemed impracticable to abstract and include in this list all of the materials which have been written, selections have been made which appear to be most complete and most outstanding in this field of work. It was considered desirable, in the compilation of the abstracted articles, to arrange them in some order which would permit readers to find, in a very short time, the particular group of subjects in the field of personnel management in which they were most interested. The material is, therefore, divided according to subject matter and is grouped under the headings of Classification, Employee Relations, Office Management, Personnel Administration, Placement, Rating, Recruitment, Safety and Health, and Training.

Another feature of this bibliography which it is hoped will make it of greater use are the abstracted statements of each article cited. A careful review of the statements included in the bibliography will be an aid in determining which of the publications listed contains the information best suited to your needs.

The compilers have been assembling materials for the past two years hoping to assist you in further training yourselves to cope with the problems in the field of personnel management.

H. L. Buckardt
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FOREWORD

This bibliography does not claim to be exhaustive but it does include all references accessible to the compiler which have some application to the personnel work of the Soil Conservation Service. All references cited have been examined and are known to be available in either the Library of the U.S. Department of Agriculture or the Library of Congress. For convenience, library call numbers follow the citations for all books or periodicals in the U.S. Department of Agriculture. Those in the Library of Congress are designated by L.C.

Users of this bibliography are also referred to numerous others which cover various aspects of personnel management. A representative list is as follows:

BIBLIOGRAPHIES

American management association. The management index, a subject index to publications of the American management association, Jan.1923-Jan.1932. 92pp. New York, American management association [1932], L.C.

----- Supplement, Feb.1932-May 1934. 10pp. New York, 1934. L.C.

Amos Tuck school of administration and finance, Dartmouth College. Reading list on business administration. 3d ed., 62pp. Hanover, N.H. [1937], 241.3 D25 Ed.3

Berg, R.M. Bibliography of management literature (up to January 1931) compiled under the direction of the A.S.M.E. management division. 142pp. New York, The American society of mechanical engineers [1931], L.C.

----- Supplement to management bibliography (covering 1931-1935) 88pp. New York, 1937. L.C.

Culver, D.C. Training for public service; a bibliography. 48 numb.1., mimeogr. Berkeley, University of California, Bureau of public administration, 1937. L.C.

Cushman, Frank. Bibliography on foreman training; a selected and annotated list of references on recent books, pamphlets and magazine articles. U.S. Fed. Bd. Vocat. Ed. Bul. 128. Trade and Indus. Ser. 35. 29pp. Washington, U.S. Govt. print. off., 1928. 173 V85B no.128

Greer, Sarah. Bibliography of civil service and personnel administration. 143pp. New York, McGraw-Hill book co., inc., 1935. (Commission of inquiry on public service personnel. Monograph no.1) L.C.

Partial contents: Personnel problems, pp.9-28; Health and safety, pp.71-78; The Civil Service (by countries), pp.91-127.

Industrial relations counselors, inc. Library. Job analysis and its allied activities; a classified and annotated bibliography. 59pp. New York, Industrial relations counselors, inc. [1932], L.C.

Institute of government.University of Southern California,Los Angeles.
[Bibliographies] 8 nos.,mimeogr. University Park,Los Angeles,
The University of Southern California,1938-1939. 241.3 In74

Contents: 10th session. In-service training;Office management;
Organization and management; 11th session. Employment:place and in-
surance as a government problem;Government correspondence and report
writing;In-service training;Office management.Organization and man-
agement.

Jones,E.D. Bibliography of employment management. U.S.Fed.Ed.
Vocat.Ed.Bul.51. Employment Mangt.Ser.9. 119pp. Washington,
U.S.Govt.print.off.,June 1920. 173 V85B no.51

Lewis,M.R. Practical training for public service,a bibliography.
Pub.Servant 2(15/16):225-236. June/Sept.1917. L.C.

Milwaukee municipal reference library. Bibliography on pre-entry
and in-service training for government service.All items listed to
be found in the Municipal reference library,Eleanor Granger,Assistant,
Lucile M.Perry,Cataloger. 10 numb.1.,mimeogr. Milwaukee,1938 241.3 M64

----- 1939, 14 numb.1.,mimeogr. Milwaukee,1939. 241.3 M64 1939

Newark,N.J. Free public library.Business branch. The business bookshelf:
a list based on use,compiled by Marian C.Manley and Mary E.Hunt...
75pp. Newark,N.J.,The Public library,1935. L.C.

Roe,J.W. General reading in personnel administration;arranged by
topics. Jour.Engin.Ed.20:493-506. Jan.1930. L.C.

Rossi,W.H.and Powers,D.I.,comps. Personnel administration. 365pp.
Baltimore,Williams & Wilkins,co.,1925. L.C.

U.S.Bureau of foreign and domestic commerce.Division of business review.
Some references on office management. 3pp.,mimeogr. Washington,
D.C.,1938, 157.55 So52

U.S.Bureau of foreign and domestic commerce.Division of business review.
Some references on personnel management(basic information sources)
prepared by Ruth C.Leslie. 4pp.,mimeogr. Washington,D.C.,
1938, 156.55 So53

U.S.Home owners' loan corporation.Personnel department. A bibliography
on employee relations.Selected books,pamphlets and magazine articles
published in recent years and compiled with the intention of aiding
those who work together in the corporation to achieve the most effective
and harmonious relationships. 26 numb.1.,processed. Washington,D.C.
Aug.1,1939. 173.2 H752 Be

U.S.Home owners' loan corporation.Personnel department. A bibliography
on personnel and related subjects... 25 numb.1.,mimeogr. Washing-
ton,D.C.,1938. 173.2 H752Bi

U.S. Library of congress. Division of bibliography. A list of references on the civil service and personnel administration in the United States: federal, state and local, compiled by Ann Duncan Brown. 91pp., mimeogr. Washington, D.C., Nov. 6, 1936. 241.3 Un3Ci 1936

U.S. Library of congress. Division of bibliography. A list of references on the civil service and personnel administration in the United States, federal, state and local (supplementary to the mimeographed list of 1936) compiled by Ann Duncan Brown... 55pp., mimeogr. [Washington, D.C.] 1939. 241.3 Un3Ci 1939

U.S. Library of congress. Division of bibliography. A selected list of recent bibliographies on employment management, by Grace Hadley Fuller. 8pp., mimeogr. [Washington, D.C.] 1938. SCS Library Bib. File

U.S. Office of education. Bibliography on foreman improvement: selected and annotated list of references, including books, pamphlets and magazine articles. U.S. Off. Ed. Vocat. Ed. Bul. 128. 34pp. Washington, U.S. Govt. print. off., 1935. 173 V85B no. 128

University of the state of New York. Selected bibliographies for commercial education, forums, general education, homemaking, recreation, vocational, worker's education. Adult education in service training. 106 numb. l., mimeogr. Rochester, N.Y., Sept., 1938. L.C.

Lettered on cover: Under the direction of Rochester board of education department.

Office management, filing and secretarial training, leaves 6-7.
Selected bibliography on forums, leaves 36-39.

Wisconsin. Free library commission. Traveling library department. Books for your business; a selected list. 44pp. Madison, Wisconsin free library commission, 1929. L.C.

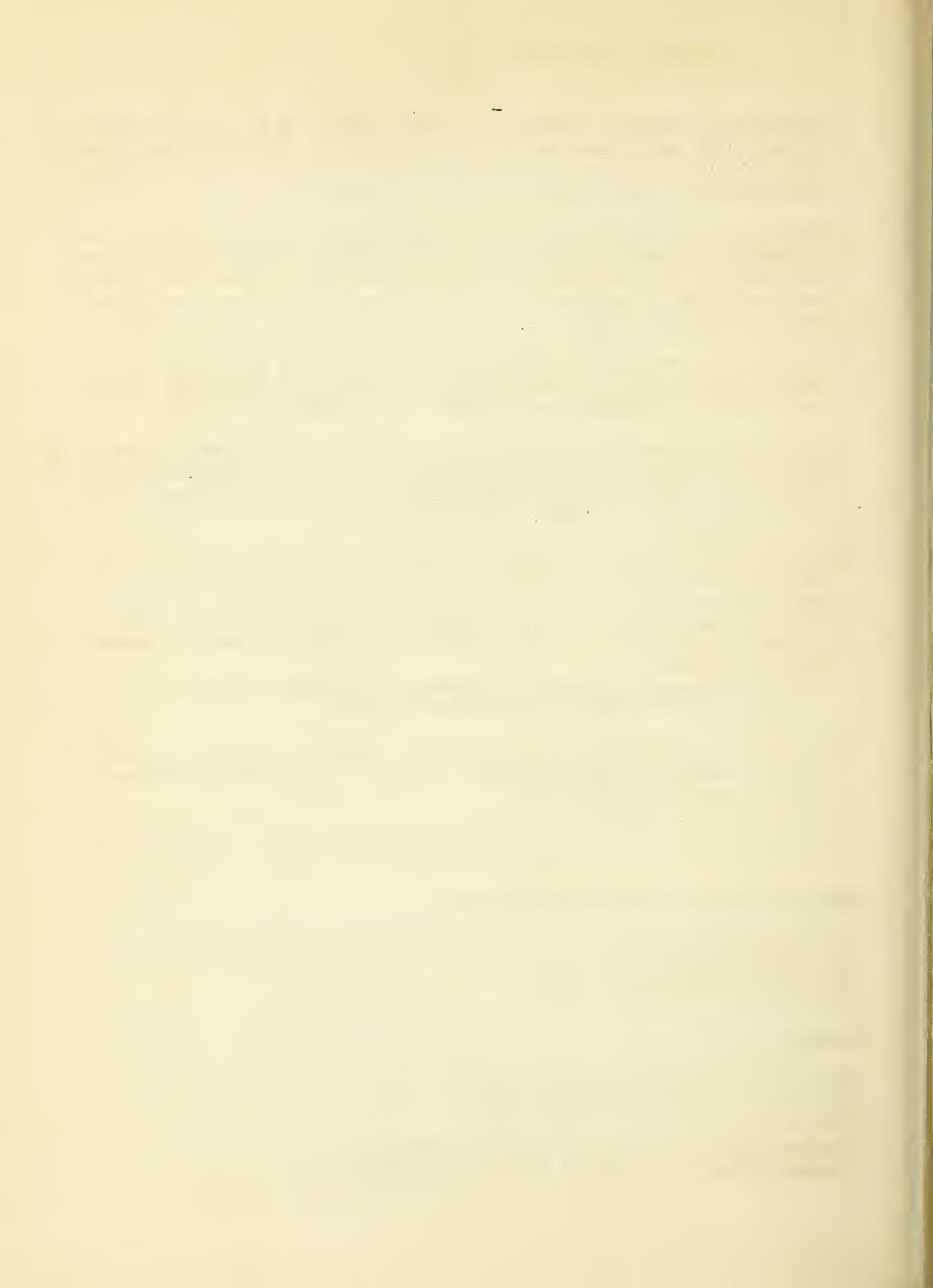
SOURCES CONSULTED

Card catalogs of the following libraries:

Library of Congress
U.S. Department of Agriculture
U.S. Soil Conservation Service

Indexes:

Agricultural Index, 1916-May 1940
Education Index, July 1935-May 1940
Industrial Arts Index, 1933-May 1940
Public Affairs Information Service, 1915-May 1940
Readers Guide to Periodical Literature, 1900-May 1940



PERSONNEL ADMINISTRATION AND PERSONNEL TRAINING

A Selected List Of References
Compiled by Mildred Benton, Librarian
Soil Conservation Service

CLASSIFICATION

1. Atkins, P.M. Employee specifications; establishing standards similar to those used in the purchase of materials. Indus. Mangt. 68(2):115-118. Aug. 1924. 290.8 En32
"In a sense, the employment manager corresponds roughly with the purchasing agent; being concerned, however, with men and not with materials.
"It must be realized that while human beings cannot be treated in the same fashion as materials, nevertheless, the setting of standards for workers, and their incorporation in the form of specifications, does not mean that the workers must necessarily be considered in any such light."
2. Baruch, Ismar. Facts and fallacies about position-classification. Civ. Serv. Assembly of the U.S. and Canada. Pam. 10. 25pp., processed. Chicago, Civil Service Assembly of the United States and Canada, 1937. L.C.
3. Bills, M.A. Methods for classifying the jobs and rating the efficiency of clerical workers. Jour. Personnel Res. 1(8&9): 384-393. Dec. 1922, Jan. 1923. 280.8 J824
This article describes an experiment in job classification, personnel rating and salary adjustment in a clerical force.
4. Civil service assembly of the United States and Canada. Classification and compensation plans, their development, adoption and administration. A report prepared by a section of the Civil service assembly of the United States and Canada and adopted by that body at its annual meeting held in Denver in September, 1928. Civ. Serv. Assembly. Tech. Bul. 1. 24pp. Washington, D.C., Published jointly by the Civil service assembly of the U.S. and Canada and the Bureau of Public Personnel Administration, Nov. 1928. 249.39 C49 no. 1.
5. Classification and compensation of some 100,000 positions in the federal service of the United States excepted from the provisions of the personnel classification act. Pub. Personnel Studies 4(3):86-93. Mar. 1926. 280.8 P96
6. Griffenhagen, E.O. The principles and technique of preparing an occupational classification of positions in the public service. Pub. Personnel Studies 2(8):240-253. Nov. 1924. 280.8 P96
7. Mayer, P.M. Facing the federal classification problem. Personnel Admin. 1(9):1-4. May 1939.
A discussion of problems and benefits involved in the change in the Federal service from its "present grading system to a true classification of position!"

8. Meine, Franklyn. Job specifications. U.S.Fed.Bd.Vocat.Ed.Bul.45. Employment Mangt.Ser.3. 63pp. Washington, U.S.Govt.print. off.,1919. 173 V85B no.45
Very comprehensive discussion of the purposes of job analysis and job specifications.
9. Orear,S.T. Classification in an operating agency. Personnel Admin.2(2):1-6. Oct.1939. 249.33 F43
In this, the first of two articles, the writer tells of several innovations in classification procedure. Attention is directed to the "position analysis form" and the "class definition".
10. Roberts,E.B. Position analysis and classification. Mangt.Rev.24(7): 195-210,illus. July 1935. 280.8 M812
Outlines the principles developed and applied by the Westinghouse Electric and Manufacturing Company in analyzing jobs in the clerical, supervisory and executive groups.
11. Telford,Fred. The classification and salary standardization movement in the public service. Amer.Acad.Polit.and Social Sci. Ann.113(202):206-215. May 1924. 280.9 Am34
12. Telford,Fred. Methods of developing and administering classification and compensation plans in the public service. Amer.Acad.Polit. and Social Sci.Ann.113(202):254-261. May 1924. 280.9 Am34
13. Telford,Fred. The Telford classification manual. How to make and use an occupational classification of the positions in a public or commercial organization. 135 num.1.,mimeogr. Washington,D.C., The author, c1937. 249.3 T23
14. U.S.Civil service commission. Classification statutes. 28pp. Washington, U.S.Govt.print.off.,1935. 165 C562
15. U.S.Congress.House.Committee on the civil service. The law and the personnel classification board. Hearings before the Committee on the civil service,House of representatives,sixty-eighth Congress, first session, on H.R.6896.February 25,26 and 29,March 1,1924. 146pp. Washington, U.S.Govt.print.off.,1924. 283 Un37
16. U.S.Personnel classification board. Class specifications for positions in the departmental service as prescribed by the Personnel classification board in accordance with section 3 of the classification act of 1923. 156pp. Washington, U.S.Govt. print.off.,1924. 283 Un39
17. U.S.Personnel classification board. Closing report of wage and personnel survey. 404pp.,tables. Washington, U.S.Govt.print. off.,1931. 283 Un39C
18. U.S.Personnel classification board. Preliminary class specifications of positions in the field service.Field survey division.Personnel classification board. 1327pp. Washington, U.S.Govt.print. off.,1930. (P.C.B.form no.18) 283 Un39P

EMPLOYEE RELATIONS

19. Agger, Carol. The government and its employees. Yale Law Jour. 47(7):1109-1135. May 1938. 274.008 Y1
An attempt at a "dispassionate analysis of the problems confronting government employees".
20. Allen, W.R. Qualities executives need. Nation's Business 25(7): 27-28. July 1937. 286.8 N212
Suggests several tests for management to meet.
21. Bartlett, F.C. The social psychology of leadership. Natl. Inst. Indus. Psychol. Jour. 3(4):188-193. Oct. 1926. 140.8 N21
In his discussion, the writer distinguishes and compares three types of leader - the institutional, the dominant, and the persuasive - and discusses the relation of each type to the group which he leads.
22. Beckman, R.O. What are the thoughts of personnel men? Personnel Jour. 14(10):372-374. Apr. 1936. 280.8 J824
A few heard and overheard remarks about workers reported by the WPA consultant on training.
23. Bingham, W.V. Administrative ability, its discovery and development. Soc. Personnel Admin. Pam. 1. 17pp., processed. Washington, D.C., Apr. 1939. 249.39 Sol no. 1
24. Board, S.S. Appraising executives. Soc. Adv. Mangt. Jour. 3:155-160. Nov. 1938. 280.8 Sol 22
By the Chief, Division of Qualification and Training, Office of Personnel, U.S. Dept. of Agriculture.
25. Bruere, H.J. and Pugh, Grace. Profitable personnel practice. 454pp. New York, Harper & Bros., 1929. L.C.
"Selected bibliography," pp. 428-440.
Covers such phases of personnel management as health protection, vacations, organized recreation, sharing ownership and savings plans.
26. Corson, J.J. and Smith, I.M. Federal policies on employee relations. Personnel Jour. 18(4):151-159. Oct. 1939. 280.8 J824
"Bibliography," p. 159.
"At least thirteen federal agencies now have written statements of policy in labor relations. Others are drafting them. This article analyses the written statements of policy so far available. Federal agencies may not enter into the usual form of labor agreement with unions."
27. Corson, J.J. Keeping employes informed. Personnel Admin. 2(4):9-10. Dec. 1939. 249.38 P43
"The average employe of a Federal department is almost completely in the dark about what is going on in his own agency, and often he has only the vaguest notion concerning even the

agency's over-all purposes. Practically nothing has been done to relieve this condition in most departments but two or three are showing the way with the publication of employee handbooks, orientation lectures, and after-hour courses. A new and interesting departure along this line is discussed in the article below. Mr. Corson is director of the Bureau of Old Age and Survivors Insurance in the Social Security Board."

28. Craig, D.R. and Charters, W.W. Personal leadership in industry. 245pp. New York, McGraw-Hill book co., inc., 1925. 249.3 C84
Especially good for persons who are interested in analyzing their characteristics with a view to improving their personalities as supervisors.

29. Dimock, M.E. Potential incentives of public employment. Amer. Polit. Sci. Rev. 27(4):628-636. Aug. 1933. 280.8 Am33
Encourages "a positive philosophy" as being preferable to a "negative attitude" toward the incentives of public service.

30. Fitch, J.A. Making a job worth while. Survey 40(4):87-89. Apr. 27, 1918. 280.8 C37
Practical suggestions for employers.

31. Halscy, G.D. How to be a leader. 219pp. New York, Harper & Bros., 1938. L.C.
"Another book on self development well arranged, and analyzed with many suggestions for further reaching. Specific and practical in treatment, on the whole a good workmanlike job if not too inspiring."

32. Hepner, H.W. Human relations in changing industry. 671pp., illus. New York, Prentice-Hall, inc., 1934. 249.3 H41

33. Heycl, Carl. Human-relations manual for executives. 253pp. New York, McGraw-Hill book co., inc., 1939. 249.3 H51
Beginning with problems of getting along with people, the book relates in ensuing chapters to the development of the working force and of first-line supervision; to the stimulating of best performance; to making work easier and safer; and to paying employees. Final sections deal with problems of dismissal and of improving management employee understanding.

34. Hodson, William. When you work for the government. Survey Mid-monthly 75(11):331-334. Nov. 1939. 280.8 C37
The writer contends that the establishment of a sound employer-employee relationship offers the best assurance for the public to get the best possible service from its servants.

35. McIne, F.J. Personal relations in business. A functional conception from the point of view of the general manager. Personnel Jour. 8(3):245-252. Dec. 1929. 280.3 J824
This paper presents a general, systematic conception of personnel relations equally useful in all branches of business. In part I the point of view, functional and management, is sharply

defined against a background of two other leading points of view in this field: the social and the individual. The second part lists in uniform phrasing the major personnel functions and subfunctions with specific personnel activities found in carrying out those functions. This analysis provides an orderly outline and check-list, and it also serves to interpret specifically what is meant by the general concept. Part III points out the various uses to which the conception and outline can be put in business, research and teaching."

36. Melton, P.W. Employee relations in federal service. Personnel Jour. 17(3):96-101. Sept. 1938. 280.8 J824
"The President has said 'all government employees should realize that the process of collective bargaining, as usually understood, cannot be transplanted into the public service.'"

37. Orchard, C.R. Credit unions for government employees. Civ. Serv. Assembly of the U.S. and Canada. Pam. 1. 13pp., processed. Chicago, Civil service assembly of the United States and Canada [1936] 284 Orl

38. Overstreet, H.A. Influencing human behavior. 296pp. New York, People's institute publishing co. [c1925] 140 Ov3
Gives many practical hints on improving ones personality. Psychology in a popular manner.

39. Rahn, A.W. Your work abilities; how to express and apply them through man power specifications. 134pp. New York, Harper & bros., 1936. L.C.

40. Raphael, W.S. Grievances - their ascertainment and alleviation. Human Factor 11(3):91-96. Mar. 1937. L.C.
Describes the methods whereby the causes of discontent can be discovered and alleviated by means of confidential interviews.

41. Roethlisberger, F.J. and Dickson, W.J. Management and the worker; an account of a research program conducted by the Western electric company, Hawthorne Works, Chicago... written with the assistance and collaboration of Harold A. Wright... 615pp., illus. Cambridge, Mass., Harvard university press, 1940. 249.3 R74

42. Schell, E.H. and Gilmore, F.F. Manual for executives and foremen. 185pp. New York, McGraw-Hill book co., inc., 1939. 249 Sch2M
Gives step-by-step procedures for improving the departmental process, the work place, the work, the attitude of employees, and the control of quantity, quality, equipment and storage.

43. Scott, W.D. Increasing human-efficiency in business. New and enl. ed., 364pp. New York, The Macmillan co., 1923. L.C.

44. Slocombe, C.S. Psychology of cooperation. Personnel Jour. 16(10): 325-332. Apr. 1938. 280.8 J824
The author emphasizes the importance of a cooperative attitude among employees.

45. Slocombe,C.S. Unofficial boss. Personnel Jour.17(4):133-139. Oct.1938. 280.8 J824
"In every group of workers there is always one man who is the unofficial boss."
The writer suggests that personnel men might well give much more attention to these unofficial bosses.

46. Slocombe,C.S. Workers as individuals. Personnel Jour.15(5):168-175. Nov.1936. 280.8 J824
Cites three successful methods which have been developed for increasing employer-employee cooperation.

47. Tead,Ordway. The art of leadership. 308pp. New York, Whittlesey house,McGraw-Hill book co.,inc.[c1935] 249.3 T222A

48. U.S.Tennessee valley authority. Personnel department. Principles of the TVA employee relationship policy and their application, by Gordon R.Clapp... 17 numb.1.,mimeogr. [Knoxville?] 1937. 173.2 T25Pr

49. Viteles,M.S. Science of work. 442pp. New York, W.W.Norton & co.,inc.[c1934] L.C.
Bibliography,pp.415-436.
Sketches many of the contributions which industrial psychology has made in matching people with occupations,acquiring skill on the job,avoiding fatigue,salvaging misfits and in making work worth while.

50. Westwood,H.C. The "right" of an employee of the United States against arbitrary discharge. George Washington Law Rev.7: 212-232. Dec.1938. 274.008 G29

51. Wright,Milton. Getting along with people. 310pp. New York, McGraw-Hill book co.,inc.[c1935] 140W93

52. Wright,Milton. Managing yourself. 319pp. New York, Whittlesey house,McGraw-Hill book co.,inc.,c1938. 140 W93M
Suggestions for improving personal ability such as how to concentrate,strengthening your memory,organizing yourself,how to think straight,managing other people and getting things done.

53. Yoder,Dale. Personnel and labor relations. 644pp.,illus. New York, Prentice-Hall,inc.,1938. 249.3 Y7
"Collateral reading" at end of all but two chapters.

54. Your civil and uncivil servants,by one of them. Harper's Mag.174(1043): 502-508. Apr.1937. 110 H
Same abridged:Reader's Digest 30:95-98. May 1937.

OFFICE MANAGEMENT

55. Active executives handbook;a practical manual of correct usage in business,official, and social activities;edited by William Joseph Pelo. 482pp. Philadelphia, John C.Winston co., [c1937] 200 Ac8

56. Allen,E.F.and Meade,Marianne. The secretary's encyclopedia.A modern guide to good form. 289pp. New York and Cleveland, The World syndicate pub.co.,c1938. 200 A154

57. Appley,L.A. Administrative organization in business and industry. Mech.Engin.[New York].62(4):278-282. Apr.1940. 291.9 Am3J

58. Aurner,R.R. Effective business correspondence. 624pp.,illus. Cincinnati, South-western pub.co.,[c1939] L.C.
Division I.Fundamentals of business writing.
Division II.Effective forms of business letters.

59. Bolderston,C.C. Management of an enterprise. 470pp.,illus. New York, Prentice-Hall,inc.,1935. 249 B19
"Selected bibliography,pp.457-461.

60. Benge,E.J. Cutting clerical costs. 327pp. New York, McGraw-Hill book co.,inc.,1931. L.C.
Gives a great many practical suggestions on how to improve the operation of office routines. It also deals with such things as job analysis,working conditions,lighting,forms, selection and training of clerks and rating.

61. Benge,E.J. Office economics. 151pp. New York, Ronald press, [c1938] 249.2 B43
Practical presentation of office economics.Chapter divisions: Form, personnel, methods, equipment and supplies.

62. Bloomfield,Daniel,comp. The modern executive. 266pp.,charts. New York, H.W.Wilson co.,1924. In U.S.Forest Service Library, Atlanta, Ga.
Bibliography,pp. ix-xv.
A compilation of articles "devoted to the executive,his place in management and how executive ability may be recognized and developed."

63. Boone,Anne. Modern business letter writing. 251pp. New York, Ronald press[c1937] L.C.
This book offers a practical system for rapidly acquiring skill in constructing good letters. It is not general but detailed. All examples,formulas and suggestions are specific, and clearly show the correspondent why the faults they illustrate are detrimental to his letters and how he may correct them.
A book for the executive rather than the secretary.

64. Burgess,C.F. Why our employees keep diaries. System 63(6):286-287,illus. June 1934. 280.8 Sy82
For 24 years employees at the Burgess Laboratories have kept daily notebooks, recording observations, ideas and happenings of each working day which have been an invaluable investment.

65. Clapp,J.M. Doing business by letter;a complete guide. 2 v.,illus. New York, Ronald press co.,cl1935, L.C.
V.1. Methods and principles.
V.2. Selected illustrative letters.

66. Davis,Roy, Lingham,C.H.and Stone,W.H. Modern business English. 476pp.,illus. Boston, Ginn and co.,cl1933, L.C.
Appendix D. List of books for reference and reading,pp.470-471.
"In brief, the book is simply an application of the fundamental laws of composition to such types of expression as are likely to be useful to a person in his everyday contacts with the business world."

67. Dicksee,L.R.and Blain,H.E. Office organization and management, including secretarial work. 10th ed.,310pp.,illus. London, Sir Isaac Pitman & sons,ltd.,1935. L.C.
Written from the English viewpoint.

68. Duddy,E.A.,Frailey,L.E.and Cradit,R.V. Business correspondence and office management. 124pp.,illus. Chicago, American technical society,1938. L.C.
The first part of the book is devoted to the technique of the business letter,with many sample suggestions.
The second part deals with office equipment,filing methods and principles of organization and management of an office.

69. Duddy,E.A.and Freeman,M.J. Written communication in business. 527pp. New York, American book co.,1936. L.C.
"A well arranged textbook for graduate students analyzing the various types of written communication.The problems to be solved,the materials for use and the methods of procedure are considered from a broad standpoint.Excellent reading references follow each chapter."

70. Ferry,A.M. Art of being a good boss. Nation's Business 25(12):36-38,illus. Dec.1937. 286.8 N212

71. Fuller,W.D. Application of scientific principles to office management. Taylor Soc.Bul.4(3):8-28. June 1919. 280.8 T21B

72. Galloway,Lee. Office management;its principles and practice;covering organization, arrangement, and operation,with special consideration of the employment, training and payment of office workers. 701pp.,illus. New York, The Ronald press co.,1918. 280 G13

73. Gardiner, G.L. Practical office supervision. 295pp. New York, McGraw-Hill book co.inc.,1929. 280 G16
"A book of unique distinction in the field of office management."Recommended for those who expect to read only one or two books on the subject.

74. Gowin, E.B. Developing executive ability. 486pp.,illus. New York, The Ronald press co.,1919. 249.3 G74D
Helpful to those who wish to develop personal efficiency.

75. Gowin, E.B. The executive and his control of men. 349pp.,illus. New York, The Macmillan co.,1919. 249.3 G74
"Readings" at end of each chapter.
Professor Gowin's study has three main divisions. The executive is first considered as an individual. Both his physical and mental qualities are analyzed and compared with those of ordinary men. In Part II the working methods of a leader are discussed. Various means of stimulating and controlling men are passed in review. The remaining portion of the book is devoted to "Limits Upon the Executive". The reactions of his co-workers either increase or limit his power, and it is the problem of Part III to show how the successful executive can overcome apathy or opposition in his working force and secure their best efforts.
Chapter XIX deals with various methods in use for instructing employees.

76. Grady, J.F. and Hall, Milton. When government writes to its citizens. Pub.Opinion 3(3):463-468. July 1939. 280.8 P962
A discussion of the importance to government agencies of well-written letters in building good will and in helping to make the entire program of their agencies more effective.

77. Grady, J.F. Writing effective government letters. 59 numb.1., processed. Washington, D.C., The School of public affairs of the American university,1938. 200 975

78. Hall, Milton. Training for better letter writing. Personnel Jour. 17(6):226-232. Dec.1938. 280.8 J824
Letter writing training program developed and followed through in the Farm Credit Administration.

79. Hall, Patricia and Locke, H.W. Incentives and contentment;a study made in a British factory. New York, Sir Isaac Pitman & sons, ltd.,1938. L.C.
The human side of a job,according to this study, is a decidedly important one to consider,for healthy work incentives bring about contentment and interest.

80. Harris, G.L. Business offices;opportunities and methods of operation. 238pp. New York, Harper and bros.,1935. L.C.
"A well arranged and interesting analysis of opportunities and procedure in accounting,purchasing,sales traffic and other offices.Planned particularly to serve the workers in the departments

rather than as a guide for the heads. Good suggestions on reading and other forms of personal development included in text."

81. Hoffman, W.G. Write and speak better. 437pp., illus. New York, McGraw-Hill book co., inc. [cl937] 145.2 H67W
Includes bibliographies.
82. Jenkins, J.G. Psychology in business and industry: an introduction to psychotechnology. 310 pp., illus. New York, John Wiley & sons, inc., 1935. L.C.
83. Laird, D.A. How to use psychology in business. 378pp., illus. New York, McGraw-Hill book co., inc., 1936. 140 L14H
84. Laird, D.A. Increasing personal efficiency; the psychology of personal progress. 3d ed., rev. and enl., 294pp., illus. New York, McGraw-Hill book co., inc., [cl936] 140 L14In Ed.3
85. Leffingwell, W.H. The application of the principles of scientific management to the office. Taylor Soc. Bul. 7(1):2-24. Feb. 1922. 280.8 T21
The writer uses a factory office, a department store and a bank as examples.
86. Leffingwell, W.H. Office management - principles and practice. 850pp. New York, A.W. Shaw, 1927. L.C.
A comprehensive treatment of office management by one of the outstanding men in this field.
87. Leffingwell, W.H. Textbook of office management. 40pp. New York, McGraw-Hill book co., inc., 1932. L.C.
Of value to every person responsible for the smooth running of an office, no matter how large or small.
88. Lichtner, W.O. Time study and job analysis as applied to standardization of methods and operations. 297pp., illus. New York, The Ronald press co., 1921. 280 L61
Partial contents: Non-intensive course in training personnel, pp. 74-82; Intensive course in training personnel, pp. 83-107; Enlisting cooperation, pp. 108-123.
89. Lilienthal, D.E. Administrative decentralization of federal functions. An experiment. Advanced Mngt. 5(1):3-8. Jan., Feb., Mar. 1940. 280.8 Sol22
The TVA as an experiment in decentralization.
90. MacDonald, J.H. Office management. rev. & enl. ed., 599pp., illus. New York, Prentice-Hall, inc., 1937. L.C.
Bibliography, pp. 591-592.
The author states that his purpose is to offer a book useful to both the student and the office manager.
There are chapters on the profession of office management; organization and the work of the office manager; office equipment and appliances; office management in various departments;

the office manual; forms; reports; office costs and budgets; selection of office employees; training and promotion of office employees and supervision.

91. McKinsey, J.O. Budgetary control. 474pp. New York, The Ronald press co., 1922. 284 M21

One of the earlier but still one of the best treatises on budgeting as a tool for administrative control. Discusses each element of the budget and suggests procedures which may be readily adapted to individual needs.

92. Melton, P.W. Administration in a federal government bureau. Amer. Polit. Sci. Rev. 33(5):835-840. Oct. 1939. 280.8 Am33

93. Niles, H.E. and Brigham, L.H. Duties and development of office supervisors. Office rules. Amer. Mangt. Assoc. Off. Mangt. Ser. O.M.70. 26pp. New York, 1935. L.C.

94. Niles, H.E. and Niles, M.C.H. The office supervisor, his relations to persons and to work. 247pp., illus. New York, John Wiley & sons, inc., 1935. L.C.

This is an elementary book written primarily for the man who is new to the job of supervising an office or a group of clerks. Although based on extensive experience chiefly in the insurance field the suggestions are applicable to all kinds of offices.

95. Riegel, J.W. Wage determination. 138pp., tables. Ann Arbor, Univ. Michigan, Bureau of industrial relations, 1937. 283 R443

Appendix B, Suggested references on wages, pp. 135-136.

"The number of questions concerning wage determination received during 1936 by the Bureau of Industrial Relations at the University of Michigan warranted the making of a study of that subject. In conducting the study, the writer, as representative of the Bureau, visited fifteen outstanding firms to examine their wage policies and practices. Subsequently the Bureau convened three conferences on the same subject..."

"The first nine chapters of this report are almost entirely factual. They summarize information obtained in the field and at the conference table. In contrast, the comments with reference to minimum wages, wage agreements running for long term periods and the social significance of wage determination present the author's views of those matters."

96. Roethlisberger, F.J., Dickson, W.J. and Wright, H.A. Management and the worker. An account of a research program conducted by the Western electric company, Hawthorne works, Chicago. 615pp., illus. Cambridge, Harvard univ. press., 1939. 249.3 R74

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Part II. The problem of training men for the public service.

98. Rowland, F.L. A basis of planning office administration. Personnel Jour. 14(7-8):284-290. Jan./Feb. 1936. 280.8 J824
Advocates "periodic operating audits as means of obtaining well integrated personnel practices".

99. Taintor, S.A. and Monro, K.M. Secretary's handbook; a manual of correct usage. 4th ed., rev., 373pp., illus. New York, The Macmillan co., 1931. 200 T13S
Editions 1 and 3 in D.L.
"A comprehensive and well arranged manual of punctuation, diction, abbreviations and all other aspects of correct usage, including a full section on formal writing such as resolutions, constitutions and reports, with many illustrations."

100. Taylor, F.W. Government efficiency. Taylor Soc. Bul. 2(5):7-13. December 1916. 280.8 T21

101. Taylor, F.W. The principles of scientific management. 144pp. New York, Harper and bros., 1911. 280 T21
"This extremely readable little volume is the best-known exposition of the principles of scientific management, as described by its chief exponent."

102. Taylor society. Scientific management in American industry... H.S. Person, editor. 479pp. New York, Harper & bros., 1929. 249 T21
An authoritative work. Chapters I-III, VI, XIV and XXI are applicable to office operations. This book is more technical than many of the others.

103. Thomajan, P.K. So you're an executive! Forbes 37(4):15. Feb. 15, 1936. D.L. (no call no.)
"Here's a salty character sketch of the ideal business executive. The writer shows how and why he gets things done by selecting the best points of many real business men, then grouping them into a single picture."

104. Thompson, A.R. Handbook of public speaking. 142pp., illus. New York, Harper & bros. [cl1939] 200 T372
Presents theory briefly but adequately for those who want to use it as a primary textbook.

105. Thompson, C.B., ed. Scientific management; a collection of the more significant articles describing the Taylor system of management. 878pp., illus. Cambridge, Harvard univ. press, 1914. L.C. "Bibliography of scientific management," pp. 861-878.

106. Tucker, S.M. Public speaking for technical men. 397pp. New York, McGraw-Hill book co., inc., 1939. 200 T79
A readable and practical book on public speaking, written from the viewpoint of scientists and technologists, and showing how characteristic faults in public speaking may be removed.
The book is thorough, covering not only diction, organization

of material and platform technique, but also especially important helps for the technical speaker on how to use the blackboard, charts, and exhibits; how to use material meant for distribution among the audience; how to give a lecture with lantern slides and how to meet interruptions and answer questions.

A chapter on radio talking is included.

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108. Urwick, Lyndall. The development of scientific management in Great Britain. A report prepared on behalf of the British management council. 85pp. London, Management Journals, Ltd., 1938. 249 Ur9
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109. Walker, L.C. Office and tomorrow's business. Modern points of view on office organization and administration. 187pp. New York, Century co., 1930. L.C.
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110. Walters, J.E. Modern management. 337pp. New York, Wiley & sons, inc., 1931. 249 W17
Bibliography at end of each chapter.
Presents the methods of modern management and the application of the scientific method to the various phases of that management.

111. Wylie, H.L., Gamber, M.P. and Brecht, R.P. Practical office management; the correlation of men, methods and machines. 300pp New York, Prentice-Hall, inc., 1937. 249.2 W97

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112. American management association. Handbook of business administration. 1753pp. New York, McGraw-Hill book co., inc., 1931. 249 D71
Partial contents: Financial planning and control; Motion study, by L.M. Gilbreth; Office management; Personnel management; Collective bargaining with unions, by F.A. Silcox; Executive personnel problems; Executive leadership, by Ordway Tead; Public relations.

113. Appley, L.A. Basic factors in modern organization development. Personnel 15(2):49-56. Nov. 1938. 280.8 P43
Seven obligations of a supervisor; a policy or plan of action; organization of units and delegation of functions; determination of staff requirements; personnel selection; direction of people under his supervision; remuneration of employees commensurate with improved performance; responsibility for social effects of his decisions.

114. Baridon, F.E. and Loomis, E.H. Personnel problems; method of analysis and control. 452pp. New York, McGraw-Hill book co., inc., 1931. 249.3 B23

115. Barnard, C.I. The functions of the executive. 334pp. Cambridge, Mass., Harvard univ. press, 1938. 249 B25
This book discusses such subjects as the individual and organization, the principles of cooperative action, theory and structure of formal organizations, the theory of authority, the environment of decision, the theory of opportunism, executive functions, executive process and the nature of executive responsibility.
"Mind in Everyday Affairs" a lecture given by the author several years ago appears on pages 301-322.

116. Benge, E.J. Standard practice in personnel work. 286pp. New York, H.W. Wilson co., 1920. L.C.
"Bibliography at end of each chapter."
"This book attempts to bring together successful personnel practices and to point out the possibilities in centralization of activities."
There are chapters on job analysis, organizing the personnel department, the employment process, methods of rating ability, education and training, health supervision, employee representation, record keeping in the personnel department and personnel research.

117. Blackford, K.N.H. and Newcomb, Arthur. The job, the man, the boss. 272pp. Garden City, N.Y., Doubleday, Page & co., 1921. L.C.
Presents a plan of employment based upon scientific principles with the thought of conserving and developing human resources.

118. Bloomfield, Daniel, ed. Problems in personnel management. 557pp. New York, H.W. Wilson co., 1923. L.C.
Bibliography, pp. 9-14.
"From a large mass of scattered papers, articles, and addresses which have made the literature of management in its human relations phases a source of interest and practical benefit... the present volume is compiled." --Introd.
Matters discussed are job analysis and job specifications, selection and placement, testing and rating employees and foremanship training.

119. Bloomfield, Daniel, ed. Selected articles on employment management. 507pp. New York, H.W. Wilson co., 1919. L.C.
Bibliography, pp. XI-XX.
This material, stressing the human problems of management, represented the "best available" at the time the subject was "new".

120. Burtt, H.E. Principles of employment psychology. 568pp. Boston, Houghton Mifflin co. [cl926] L.C.
A sound and informative review of the scientific methods

used in testing candidates for employment, in determining special fitness, and in rating their work. Not light reading, but clear. Amply illustrated by psychology technique and concrete applications.

121. Buxton, G.F. Foreman's job. The foreman as a shop teacher. India Rubber World 92(4):37-40. July 1935. 305.8 In2 Emphasis is placed on the human side of the foreman's job.
122. Charters, W.W. The development of executive talent. Amer. Mangt. Assoc. Ann. Conv. Ser. 77. 36pp. New York, 1928. 280.9 Am38G no.77
123. Ching, C.S. Responsibilities of management and workers. Vital Speeches 4(17):540-542. June 15, 1938. 280.8 V83 Discusses the question of the relationships between employer and employee.
124. Church, A.H. The making of an executive. 457pp. New York, D. Appleton & co., 1923. L.C. Describes the various departments of a business organization, showing the relationship one to the other. There are chapters on requirements of an executive, tools of management, the executive and his office and reconstruction, betterment and planning.
125. Civil service assembly of the United States and Canada. Men at work; a progress report on the Civil service assembly's survey of public personnel policies and practices. Civ. Serv. Assembly of the U.S. and Canada. Bul. 11. 19pp. Chicago, July 1939. 249.39 C49S no.11
126. Civil service assembly of the United States and Canada. Committee on professional standards. Interim report. 35pp. Chicago, Civil Service assembly of the U.S. and Canada, September 1938. 249.3 C49
127. Clark, J.P. The rise of a new federalism. Federal-state cooperation in the United States. 347pp. New York, Columbia univ. press, 1938. L.C. Cooperative use of government personnel, pp. 81-108.
128. Clark, Wallace. The Gantt chart; a working tool of management. 157pp. New York, Ronald press co., 1922. 249 C54
129. Cleeton, G.U. and Mason, C.W. Executive ability. 183pp., charts. Yellow Springs, Ohio, Antioch press, 1934. U.S. Forest Serv. Libr., Atlanta, Ga.
130. Coffman, L.D. Making careers in government service. Natl. Munic. Rev. 24(2):93-96. Feb. 1935. 280.8 N21 Advocates a career service system vitally necessary to the proper administration of government under its present complex setup.

131. Commission of inquiry on public service personnel. Better government personnel; report. 182pp. New York, Whittlesey house, McGraw-Hill book co., inc. [1935] 283 C732

132. Crozier, William. Scientific management in government establishments. Soc.to Promote the Sci.of Mangt.Bul.1(5):1-8. Oct. 1915. L.C.
Tells of the experience of the Ordnance Department of the Army.

133. Cunningham, J.L. Compensation plans for public employees. Construction and administration. Soc.Adv.Manag.Jour.4(4):94-99. July 1939. 280.8 Sol22
"In an endeavor to focus the attention of public administrators and personnel technicians on the neglected field of salary scale construction, this article is presented. It deals with the existing salary practices in thirty-four large governmental jurisdictions and near the end, a salary plan is suggested which has been formulated after analyzing the plans in effect elsewhere."

134. Davenport, F.M. Why personnel offices need more funds. Personnel Admin.2(1):5-8. Sept.1939. 249.38 P43
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135. Dietz, J.W. New trends in personnel policies. Personnel Jour. 16(3):97-106. Feb.1940. 280.8 J824
Discusses policies, procedures and people, pointing out that "the major trend underlying all the others - the very spirit of the solution to our personnel problems - is understanding - understanding that deals with problems in the light of all company-wide, personal and local influences".

136. Dimock, M.E. Executive responsibility. The span of control in the federal government. Soc.Adv.Manag.Jour.3(1):22-28. Jan. 1938. 280.8 Sol22
"The President of the United States is sometimes compared to the president or general manager of a large business corporation but the analogy is more interesting than true."

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139. Feldman, Herman. A personnel program for the federal civil service. A report transmitted by the director of the Personnel classification board. 289pp., tables. Washington, U.S. Govt. print. off., 1931. (71st Cong. 3d sess. H.Doc.77) 283 Un 39 Pe
"This report is an analysis and appraisal of how Uncle Sam administers the problem of dealing with the huge staff of employees on his pay roll and an attempt to indicate how, in the light of modern personnel management, this administration may be brought to its highest levels..."
"The report is divided into two parts. Part 1 deals with the chief elements of Government wage policy, part 2 with the more general personnel program."

140. Field, L.F. Employment methods in the public service. Indus. Mangt. 53(2):246-251. May 1917. 290.8 En32
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141. Field O.P. Civil service law. 286pp. Minneapolis, University of Minnesota press, 1939. 249.3 F45
Based on the federal materials from the attorney general, comptroller general and comptroller of the currency. The chapters relate to the constitutionality, and scope of civil service law; establishment of the civil service; classification; examination and certification; appointment; promotion, transfer, and leave; demotion, layoff; suspension and removal. Includes tables of cases and administrative decisions.

142. Finer, Herman. Better government personnel: America's next frontier. Polit. Sci. Quart. 51(4):569-599. Dec. 1936. 280.8 P75
Review and comment on the principle subjects dealt with in the series of volumes issued by the Commission of Inquiry on Public Service Personnel.

143. Foster, O.D. Stimulating the organization. 414pp. New York, Harper & bros., 1923. L.C.
Contends that job analysis is essential in arriving at satisfactory wage schedules, in selection, training and promotion of employees. Defects of lay-out are also brought to light by thorough job analysis.
Chapter headings include: Training employees for better service; The conference committee, or group meeting methods of stimulation and various other methods of stimulation such as house organs, courses of reading and libraries.

144. Freyd, Max. Organizing for personnel research. Personnel Admin. 1(7):1-5. Mar. 1939. 249.38 P43

145. Gardiner, G.L. Better foremanship, a book of practical questions and answers presenting effective management methods for today's foreman. 323pp. New York, McGraw-Hill book co., inc., 1936. 249.3 G16

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Contents: The meaning and scope of public administration, by M.E. Dimock; The meaning of principles in public administration, by L.D. White; The responsibility of public administration, by J.M. Gaus; The role of discretion in modern administration, by M.E. Dimock; A theory of organization in public administration, by J.M. Gaus; American society and public administration, by J.M. Gaus; The criteria and objectives of public administration, by M.E. Dimock.

148. Gerstenberg, C.W. Personal power in business. 102pp. New York, Prentice-Hall, Inc., 1922. L.C.
"In the training and developing of young executives, certain necessary guides must be set up to start them in the right direction. In general, educational plans slight the importance of personality in favor of other qualities. Often, it is valuable to attack the personal side. A large financial institution in New York City insists that all new young men taken into its employ read 'A Message to Garcia'. In this way, consideration is given to the arousing of individual personality.
"This book aims to instruct the embryo executive in the development of his own personal qualities. Its main purpose is to invite this individual to weigh his own personality, study it and provide means of improvement and development."

149. Glasor, Comstock. A note on executive planning. Soc. Adv. Mangt. Jour.2(4):111-117. July 1937. 280.8 S6122

150. Glover, J.G. Managerial control; instruments and methods in industry. 574pp., illus. New York, Ronald press co. [cl1937] 249 G51

151. Greene, L.S. Personnel administration in the Tennessee valley authority. Jour. Politics 1(2):171-194. May 1939. L.C.
"It is the purpose of this paper to outline the policies of the Authority in the field of personnel administration, and to compare Authority policies with those established in the federal service outside Authority jurisdiction. No attempt will be made to appraise or evaluate the methods employed."

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Contents: Notes on the theory of organization, by Luther Gulick. - Organization as a technical problem, by L. Urwick. - The principles of organization, by J.D. Mooney. - The administrative theory in the state, by Henri Fayol. - The function of administration with special reference to the work of Henri Fayol, by L. Urwick. - The need for the development of political science engineering, by H.S. Dennison. - The effects of social environment, by L.J. Henderson, T.N. Whitehead and Elton Mayo. - The process of control, by M.P. Follett. - The pros and cons of functionalization, by John Lee. - Relationship in organization, by V.A. Graicunas. - Science, values and public administration, by Luther Gulick.

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A good summary of the recent movement in the United States.

155. Haines, C.G. and Haines, B.M. Principles and problems of government. 3d ed., 642pp. New York and London, Harper & bros., 1934. L.C.
The author's preface states that "this volume aims to present an approach to the study of government through the consideration of principles and problems".
Chapters of special interest are as follows: Chapter XVII. The merit system and efforts to improve public administration; Chapter XVIII, Problems of executive organization and administrative reorganization.

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The writer states the gist of his article in the first paragraph: "The army of Federal government employees is undeniably increasing at a very rapid rate. What does this mean? What general trend does it indicate? Is the back of the American taxpayer to be broken by the burden of an intolerable number of ravenous tax-eaters? Who are these workers? How did they get their jobs? How many more of them shall we expect and what on earth do they do anyway?"

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159. Henderson, C.A. The psychology of business management. 136pp. Babson Park, Mass., Babson Institute, 1930. L.C. Includes suggested readings.

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161. Herring, E.P. Public administration and the public interest. 416pp. New York, McGraw-Hill book co., inc., 1936. 280.12 H43
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Partial contents: Scientific management; a brief statement of its nature and history, by H.S. Person; The problem of the chief executive, by H.P. Kendall; A technique for the chief executive, by J.H. Williams; The worker's reaction to scientific management, by W.R. Leiserson; The manager, the workman, and the social scientist, by H.S. Person.

165. International management congress, 7th, Washington, D.C., 1938. Seventh international management congress, Washington, D.C., September 19th to 23rd, 1938... Sponsored by the National management council of the U.S.A... 6 v., illus. Baltimore, Md., Waverly press, inc., 1938. 249.09 In807
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Volumes of interest are v.1, Administration papers. (v.4) Personnel, General management papers.

166. Landis, J.M. The administrative process. 155pp. New Haven, Yale univ. press, Sept. 1938. 274 L23

"This book deals with the development of administrative agencies in the Federal Government which has taken place at an accelerated rate since 1929..."

"In spite of qualifications with regard to the adequacy of the discussion of the independent agency as contrasted with the performance of such functions by executive departments, it nevertheless remains true that this is an instructive and thought-provoking book in a field in which there is great need for instruction and stimulation of thinking." - From a review by W.B. Stewart in U.S.D.A. Off. of Personnel. Bul. of Personnel Admin. no. 10, p.9.

167. Link, H.C. Employment psychology, the application of scientific methods to the selection, training and rating of employees. 440pp. New York, The Macmillan co., 1919. 140 L64

168. McCormick, C.P. Multiple management. 175pp. New York, Harper & bros., 1938. L.C.

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169. McDiarmid, John. Government corporations and federal funds. 244pp. Chicago, Univ. of Chicago press, 1938. 284 M14

"This book should be very interesting reading to those who have come in contact with the development and administration of action programs, especially those dealing with federal corporate agencies. To those who have had occasion to note the opinions of the Comptroller General, the book will also be of especial interest in explaining, at least in part, some of the 'whys and wherefores' of the exceptions and rulings that the General Accounting Office has taken." - From review by Cecil Johnson in U.S.D.A. Off. of Personnel. Bul. of Personnel Admin. no. 10, p.8.

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"In presenting the detail in which the outlines of an incipient system of departmental management can be traced, this book falls into three parts:

"The first part treats the existing personnel at the centers of the departments..."

"The second part is historical, tracing the offices of Assistant Secretary and Under-Secretary from their establishment in the several departments and summarizing the careers of all who have filled them..."

"The third part carries the analysis of management to the bureau level, examining the mode of selection, the training, and the tenure of the bureau heads..."

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174. Mayors, Lewis. The federal service. A study of the system of personnel administration of the United States government. 607pp. New York, D.Appleton & co., 1922. 280 M45

175. Maynard, H.H., Weidler, W.C. and Royer, K.D. An introduction to business management. 558pp. New York, Ronald press co. (c)1933. L.C.
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This is a revised edition of An introduction to business.

176. Mayo, Elton. The human problems of an industrial civilization. 194pp., illus. New York, The Macmillan co., 1933. L.C.
Gives an illuminating view of causes for fatigue and unrest. The book is not specifically related to office supervision but to general trends in American life which affect workers of all sorts.

177. Meriam, Lewis. Personnel administration in the federal government; an examination of some pending proposals. 62pp. Washington, D.C., The Brookings institution, 1937. 280.9 B79 no.19

178. Meriam, Lewis. Public personnel problems from the standpoint of the operating officer. 440pp. Washington, D.C., The Brookings institution, 1938. 249.3 M54

179. Meriam, Lewis. Public service -- occupation or industry? Amer. Polit. Sci. Rev. 32(4):718-723. Aug. 1938. 280.8 Am33
See also article by W.E.Mosher, on same subject, entitled "The profession of public service."

180. Miriam, Lewis. Standardization in public personnel administration. Amer. Federationist 37(2):200-205. Feb. 1930. L.C.

181. Metcalf, H.C., ed. Business leadership. 357 pp. New York, I. Pitman & sons, 1931. 249.3 M56
"A stimulating volume of brief essays that discuss from twenty-two different points of view the elements of leadership, the qualities that make for leadership and its biology and philosophy."
Not easy reading but illuminating.

182. Metcalf, H.C., ed. Business management as a profession. 389 pp., diagrs. Chicago and New York, A.W. Shaw co., 1927. 249 M56B
Contains many interesting articles by leaders on this subject. It shows how business management is becoming a profession in that it is developing professional standards of responsibility towards all parties engaged in it.
A book for advanced reading.

183. Metcalf, H.C., ed. The psychological foundations of management. 309 pp. Chicago and New York, A.W. Shaw co., 1927. L.C.
"Selected reading list", pp 299-302.
According to the editor, "the present volume represents an earnest effort to analyze some of the fundamentals of a humanized business administration". Discussions are contributed by Henry S. Dennison, C.S. Yoakum, John A. Garvey, H.S. Person, M.P. Follett, Walter V. Bingham, Elton Mayo and H.A. Overstreet.

184. Metcalf, H.C., ed. Scientific foundations of business administration, by H.A. Overstreet, O.W. Caldwell, Thomas Nixon Carver... and others, ... 341 pp. Baltimore, The Williams & Wilkins co., 1926. 249 M56

185. Mosher, W.E. Personnel administration in the federal government. Acad. Polit. Sci. New York, Proc. 9(4):710-722. Jan. 1922. L.C.

186. Mosher, W.E. Personnel: the executives responsibility. Natl. Munic. Rev. 25(5):283-288. May 1936. 280.8 N21
"This paper aims to make a contribution to the developing science of public management. It springs from the conviction that there is no more promising field for municipal progress than that of raising standards of personnel efficiency, and further that no problem of comparable importance has been so consistently overlooked by those interested in improving public administration."
The theme of the article is developed in the book "Public Personnel Administration", by W.E. Mosher and J.D. Kingsley.

187. Mosher, W.E. The profession of public service. Amer. Polit. Sci. Rev. 32(2):332-342. Apr. 1938. 280.8 Am33
This article should be read in connection with one by Lewis Meriam entitled "Public service - occupation or industry".

188. Mosher,W.E.and Kingsley,J.D. Public personnel administration. 588pp. New York, Harper & bros.,1936. 249.3 M85
"A comprehensive study of the present status of public personnel administration with an impressive number of foot notes and appended references. The variation of federal and state civil service problems and procedure are noted at length. Decidedly heavy going but apparently the last word in complete reference to practice and literature."

189. Mosher,W.E. Public service as a career. Amer.Acad.Polit.and Social Sci.Ann.169:130-143. Sept.1933. 280.9 Am34

190. Niles,H.E.and Niles,M.C.H. Assistance in coordination. Personnel 15(1):26-38. Aug.1938. 280.8 P43
"Coordination in management becomes more difficult and necessary with increase in the size of an enterprise and progressive specialization. As aids to coordination, this study recommends a clear conception of the nature of divisions of functions and authority; a thoughtful determination of the scope of direct supervision; and development of 'staff assistants' who possess a broad knowledge of departmental functions."

191. Pasdermadjian,H. The planning staff in administrative management. Plan Age 5(3):84-95. Mar.1939. 280.8 P694

192. The personnel problem in the public service. Preliminary report of the conference committee on the merit system. Pub. Personnel Studies 4(1):1-44. Jan.1926. L.C.
The report is divided into the following parts: I. The magnitude of the personnel problem in the public service; II. The personnel agency as an effective means of handling public employment matters; III. The functions of the personnel agency in the public service; IV. The membership, selection, and form of organization of the public personnel agency; V. The law establishing the public personnel agency and defining its powers and duties and the rules under which it operates; VI. The public personnel agency's work from the point of view of the operating officer and the tax payer.

193. Pfiffner,J.McD. Public administration. 525pp. New York, The Ronald press co., 1935. 280.12 P48
"Selected readings" at end of each chapter.

194. Problems of the American public service; five monographs on specific aspects of personnel administration, by Carl Joachim Friedrick, William C.Beyer [and others], 433pp.,illus. New York, McGraw-Hill book co.,inc.,1935. 283 F91
Contents. -Responsible government service under the American Constitution, by C.J.Friedrick; Municipal civil service in the United States, by W.C.Beyer; Employer and employee in the public service, by S.D.Spero; Veteran preference in the public service, by J.F.Miller; Personnel practices in business and governmental organizations, by G.A.Graham.

195. Proctor, A.W. Principles of public personnel administration. 244pp. New York, D.Appleton & co.,1921. 280 P94

196. Rees, R.I. Personnel management. 351pp. New York, Alexander Hamilton institute, 1930, L.C. Chapter headings include the following: The job; Selection and placement; Training and development; Foremanship training; Development of leadership; and The personnel department.

197. Robbins, E.C. Development of personnel records. Harvard Business Rev.15(3):361-365. Apr.1937. 280.8 H262 Commends the comprehensive personnel records maintained by the U.S. Government as a basis for studying qualifications for promotion.

198. Rohlfing, C.C., et al. Business and government. 3d ed., 780pp. Chicago, Foundation press, 1938. 280.12 R63 ed.3 "There is probably no document in existence which more clearly and more thoroughly discusses the new agricultural programs - Agricultural Adjustment Administration, Soil Conservation Service and Farm Security Administration - than does this one in the four chapters which deal especially with government and agriculture." - From review by Dr.C.C. Taylor in U.S.D.A. Office of Personnel Bul.of Personnel Admin.no.10, p.5.

199. Rosenstein, J.L. Psychology of human relations for executives. 284pp. New York, McGraw-Hill book co., inc., 1936. L.C. "The terminology of psychology such as compensation, regression, wishful thinking etc. is applied clearly to employment problems and a course of action based on psychological principles suggested."

200. Schell, E.H. Administrative proficiency in business. 292pp. New York, McGraw-Hill book co., inc., 1936. 249 Sch2A "A discussion of fundamental abstract principles and practices, valuable to those recently advanced to major executive positions. Sane, penetrating and helpful. A thought provoking book for any in an executive position."

201. Schell, E.H. The technique of executive control. 4th ed., rev. and enl., 231pp. New York, McGraw-Hill book co., inc., 1934. 249.3 Sh4 The author attempts to analyze the problems of the executive in his contacts with subordinates. Chapters are devoted to executive control, executive stimulation, executive duties, executive reading, and difficulties with associates.

202. Scott, W.D., et al. Personnel management, principles, practices, and point of view. 2d ed., 583pp., illus. New York, McGraw-Hill book co., inc., 1931. 249.3 Sco8 The authors have been leading popularizers of the principles of personnel management. This book is more detailed

on certain topics than that of Hulverson, and less complete on others.

203. Scoville, H.F. Using apprentices in the public service. Pub. Mangt. 16(6):171-173. June 1934. L.C.
The writer is convinced that the apprenticeship plan offers great possibilities in the improvement of government.

204. Sheldon, Oliver. The philosophy of management. 296pp. London, New York, etc., Sir I. Pitman & sons, ltd., 1930. 249 Sh4
A stimulating discussion, by a British executive and student, of the significance of management, its fundamentals and the need of a scientific approach.

205. Shepard, J.L. Human nature at work. 219pp. New York, Harper & bros., 1938. L.C.
"A study of personnel methods based on many case histories illustrating different types of maladjustment to working conditions. The pernicious effect of worry or uncertainty is well depicted. A sympathetic, constructive approach to the employment problem."

206. Smith, D.H. The United States civil service commission, its history, activities and organization. Inst. Govt. Res. Serv. Monog. 49. 153pp. Baltimore, Md., The Johns Hopkins press, 1928. 280.9 In74 no.49

207. Smith, E.D. Psychology for executives. A study of human nature in industry. rev.ed., 311pp. New York, Harper & bros., 1934. L.C.
Based on the actual experience of a thoughtful executive and student, this volume combines a sound grasp of psychological principles with first-hand knowledge of human reactions in work relationships. The appendixes contain applied analyses on how to deal with various basic situations.

208. Smith, E.W. Executive responsibility; staff and line relationships. Soc. Adv. Mangt. Jour. 3(1):29-33. Jan. 1938. 280.8 Sol22
Presents "a delineation of principles and points of view with respect to organization which have been applied with entire success" in the General Motors Export Company.

209. Stout, H.M. Public service in Great Britain. 189 pp. Chapel Hill, Univ. of North Carolina press, 1938. 280.171 St7
Bibliography, pp. 181-184.

210. Surface, F.M. Executives use of information. Spec. Libr. 28(6): 195-197. Jly/Aug. 1937. 243.8 Sp3
Suggestions for the best use of a library by executives.

211. Tead, Ordway. Human nature and management; the application of psychology to executive leadership. 2d ed., 338pp. New York, McGraw-Hill book co., inc., 1933. 140 T21
A valuable book in simple style which is a good one to read

after Glenn L.Gardiner's "Practical Office Supervision", or as a first book if only a few are to be read.

212. Tead, Ordway and Metcalf, H.C. Personnel administration; its principles and practice. 3d ed., thoroughly rev., 519pp. New York, McGraw-Hill book co., inc., 1933. 249.3 T222 ed.3 "Selected references" at end of most of the chapters. The standard work in this field, combining a broad approach to the subject with concrete material dealing with administrative aspects of successful personnel work.

213. Telford, Fred. The essentials of a comprehensive personnel program. Civ.Serv.Assembly of the U.S. and Canada, Tech. Bul.3. 16pp. Chicago, Ill., 1930. L.C. and Region 7 Library, SCS, Lincoln, Neb. and Region 9 Library, SCS, Spokane, Wash.

214. U.S. Civil service commission. Civil service act and rules, statutes, executive orders and regulations with notes and legal decisions amended to June 30, 1936. 248pp. Washington, U.S. Govt.print.off., 1937. 165 Ac8

215. U.S. Civil service commission. Modern personnel divisions the key to efficient management. U.S.Civ.Serv.Comm.Inform.Bul. [unnumb.] 5 unnumb.1., processed. [Washington, D.C.] Dec. 3, 1938. 165 M72
This bulletin was prepared in order to answer requests from various administrative officers for more information about the advantages to departments and agencies of well-organized personnel divisions.

216. U.S. Dept.of agriculture. Graduate school. Administrative management, principles and techniques. A series of lectures by outstanding leaders in the management field delivered to the graduate school of the Department of agriculture, from October to December 1937. 108pp., illus. Washington [cl1938] 1 Ag854A
"Books on administrative management and related subjects," pp.106-108.

217. U.S. Dept.Agriculture. Graduate school. Elements of personnel administration; principles and techniques; brings together lectures and problems which were given in a short course held in the U.S. Department of agriculture Graduate school from April 5 to June 7, 1935. 102pp. Washington, U.S. Dept.of agriculture, Graduate school, 1935. 1 Ag854
"Books on personnel administration and related subjects in the Graduate school library", pp.101-102.

218. U.S. Forest service, California region. Handbook on personnel management and procedure...United States Forest service, Region five. 2v. Ogden, 1932-33. 1 F7626H
Compiled by Paul P. Pitchlynn.

219. U.S.National resources committee. The loan of expert personnel among federal agencies.A report prepared for the Land planning committee,by James W.Fesler,Sept.9,1935. 53pp. Washington,D.C.,1935. 173.2 N214Ln

220. U.S.President's committee on administrative management. Report of the committee,with studies of administrative management in the federal government.Submitted to the President and to the Congress in accordance with public law no.739, 74th congress,2d session. 382pp.,incl.tables,diagrs. Washington, U.S.Govt.print.off.,1937. 173.2 Ad6R

Part II,Studies of administrative management in the federal government is issued separately with title:Studies on administrative management in the government of the United States.

Contents. - Part I.Report of the President's committee;Part II,Studies of administrative management in the federal government Personnel administration in the federal service,by F.W. Reeves and P.T.David;Financial control and accountability,by A.E.Buck;The general accounting office,by H.C.Mansfield;The problem of independent regulatory commissions,by R.E.Cushman;Departmental management,by A.W.Macmahon;Executive management and the federal field service,by J.W.Fesler;Government corporations and independent supervisory agencies,by Herbert Emmerick;The exercise of rule-making power,by James Hart;The preparation of proposed legislative measures by administrative departments,by E.E.Witte.

221. U.S.Soil conservation service.Division of personnel and training. Information concerning and procedure to be followed in the removal or discipline of employees. 8 numb.1.,mimeogr. Washington,1937. 1.96 P31I

222. U.S.Soil conservation service.Division of personnel and training. Selected papers and discussion from regional personnel officers conference,Division of personnel and training,Soil conservation service,March 16-18,1937. v.p.,mimeogr. Washington,D.C.,1937. 1.96 P43

223. U.S.Tennessee valley authority.Personnel department. Group participation in personnel administration in the Tennessee valley authority. v.p.,mimeogr. [Knoxville,?],1937. 173.2 T25Gr

224. U.S.Tennessee valley authority.Personnel department. Personnel administration in the Tennessee valley authority. 27 numb.1., 141.,mimeogr. [Knoxville,Tenn. ?],1936. 173.2 T25Pe

225. Urwick,L. Executive decentralization with functional coordination. Mangt.Rev.24(12):355-368. Dec.1935. 280.8 N312

226. Walker,Harvey. Public administration in the United States. 698pp. New York,Farrar and Rinchart,1937. L.C.

227. Walters, J.E. Applied personnel administration. 335pp., illus. New York, J.Wiley & sons, inc., 1931. 249.3 W17
Written for use as a textbook with review summaries, suggested assignments, and many selected references. It emphasizes factory rather than office conditions.

228. Walters, J.E. Personnel management. Factory Mngt. 94(12):Sup. S-334-S-344, illus. Dec. 1936. 291.8 M28
Chap. 4. Training and education.

229. Weakly, F.E. Applied personnel procedure. 192pp. New York, McGraw-Hill book co., inc., 1923. L.C.
The author discusses in a logical, practical way the interviewing and placement of employees, methods of recording labor turnover, methods of improving attendance, methods of promotion and transfer, job analysis and employee training plans, health service, welfare activities and employee representation plans.

230. White, L.D. Careers in the public service. Occupations 12(7):9-13. Mar. 1934. 275.8 V855
General article suggesting the opportunities in public service jobs.

231. White, L.D. Government career service. 99pp. Chicago, Ill., The Univ. of Chicago press, [c1935]. 283 W583
"The proposal contained in these lectures for a career in the higher branches of administration is formulated in detail. The details are relatively unimportant except as they furnish the basis for discussion and the suggestion of improvement. These are preliminary architects drawings, foreshadowing a new structure, but not prescribing its dimensions or contours."

232. White, L.D. Introduction to the study of public administration. rev.ed., 611 pp., tables. New York, The Macmillan co., 1939. 280 W59
Bibliographical foot-notes.
Pt. 1, Public administration: forms and trends; pt. 2, Structure and organization; pt. 3, Fiscal management; pt. 4, Personnel management; pt. 5, Forms of administrative action; pt. 6, The system of responsibility.

233. White, L.D. Personnel administration in the seventh decade. Pub. Personnel Rev. 1(1):1-9. Apr. 1940. 249.38 P962

234. White, L.D. Research in public personnel administration, scope and method; an outline of suggested research topics. 36pp. New York, Committee on public administration, Social science research council, 1939. 249.3 W58R

235. White, L.D. Trends in public administration. 365pp., illus. New York, McGraw-Hill book co., inc., 1933. 280.12 W582

236. White, Percival. Forecasting, planning and budgeting in business administration. 267pp. New York, McGraw-Hill book co., inc., 1926. 280 W58

237. Williams, J.H. The flexible budget: how to use it to organize, to coordinate, and to stimulate the activities of executives as well as to control expense. 288pp. New York, McGraw-Hill book co., inc., 1934. 249.2 W67
A readable analysis of budgeting written from the point of view of the budget as a tool of administration rather than a branch of accounting. It clearly explains the development of the flexible features of budgeting.

238. Willoughby, W.F. Principles of public administration, with special reference to the national and state governments of the United States. 720pp. Baltimore, The Johns Hopkins press, 1927. 280 W2P
The book is divided into four main parts. I. General administration and organization. II. Personnel. III. Material. IV. Finance.

239. Wilmerding, Lucius, jr. Government by merit; an analysis of the problem of government personnel. 294pp. New York, McGraw-Hill book co., inc., 1935. 249.3 W68
"The purpose of this analysis of the problem of government personnel (Number 12 in the Inquiry on Public Service Personnel) is to suggest ways of recruiting men of competence and character to the government service. It considers present and possible methods with respect to required and succeeding equipment, promotion, salary, prestige, etc. The various problems are boiled down to fundamentals."

PLACEMENT

240. Beatty, J.D. Thirty years of personnel and placement work at the Carnegie institute of technology. 63pp., tables. Pittsburgh, Pa., Carnegie institute of technology, 1938. L.C.

241. Bergen, H.B. How personality influences selection and placement. A brief discussion pointing to the need for more objective methods of personality measurement and better methods of personality training. Taylor Soc. Bul. 14(3):130-133. June 1929. 280.8 T21

242. Bingham, W.V. Aptitudes and aptitude testing. 390pp. New York, Harper & bros., 1937. 275 B51

243. Davis, H.L. The young man in business. 172pp. New York, John Wiley & sons, inc., 1931. L.C.
A book which may be helpful, especially to younger supervisors, in personal development. Certain chapters might be suggested to young men or women who need guidance in fitting into an organization.

244. Freund, C.J. The college crop. Amer. Mach. 79(15):520-521. Jly. 17, 1935. 297.8 Am3
The psychological aspects of fitting engineering graduates to their first jobs.

245. Gilbreth, F.B. and Gilbreth, L.M. The three position plan of promotion. Amer. Acad. Polit. and Social Sci. Ann. 65(154):289-296. May 1916. 280.9 Am34

246. Hendrick, B.J. Fitting the man to the job. Harper's Mag. 134(799): 64-70. Dec. 1916. L.C.

247. Hopcock, Robert. Job satisfaction. 303pp., illus. New York, Harper & bros., 1935. L.C.
Bibliography, pp. 284-294.
This book is the result of an effort "to shed some light upon the question of how prevalent dissatisfaction is".
New Hope, Pennsylvania was chosen as a fairly typical community, large enough to include a wide variety of occupations, small enough to be studied economically. Every adult resident was asked to express himself as to why he did or did not like his job.

248. Nyman, R.C. A method of evaluating clerical jobs and employees. Taylor Soc. Ful. 13(4):170-173, illus. Aug. 1928. 280.8 T21B
Designed to serve as a basis for more scientific control of office problems and more intelligent placement of office workers.

249. Short, O.C. and Dow, E.F. Drop duds during probation. Personnel Jour. 17(5):168-174. Nov. 1938. 280.8 J824
The authors indicate that there is evidence that in private business and in governmental agencies not under civil service more workers found unfit during a trial or probationary period are dropped than in government departments under civil service.

250. Wadsworth, G.W., jr. Fit employees to their jobs. Personnel Jour. 16(5):165-170. Nov. 1937. 280.9 J824
"Keeping a worker in a position which he cannot handle is no favor to him. It also causes much wear and tear on supervisors."

RATING

251. Anderson, R.N. Measurement of clerical ability. A critical review of proposed tests. Personnel Jour. 8(3):232-244. Dec. 1929. 280.8 J824
"Batteries of tests in use for determining clerical ability are enumerated, briefly described and the methods and results of evaluation given. The author offers a criticism of the tests listed on these points: criterion, validity, number of cases, reliability and the concept 'general clerical aptitude'."

252. Bailey, W.G. A service rating plan used in appraising the qualifications and work of employees. Pub. Personnel Studies 4(3):94-105. Mar. 1926. L.C.

253. Bradshaw, F.F. Revising rating techniques. Personnel Jour.10(4): 232-245. Dec.1931. 280.8 J824
Bibliography,pp.242-245.

254. Clarke, W.V. Rating employees. Personnel Jour.15(3):100-104, illus. Sept.1936. 280.8 J824
The methods described have been devised by a large department store but the general theoretical basis is probably applicable to other organizations.

255. Hammond, A.M. Job analysis and merit rating. Soc.Adv.Mangt. Jour.4(4):100-104. July 1939. 280.8 Sol22

256. Hay, E.N. Practical rating plans. Amer.Mangt.Assoc.Off.Mangt. Ser.79:17-27. New York,1937. 249.09 Am3 no.79
Bibliography,p.27.

257. Hill, R.L. Efficiency ratings. Personnel Jour.15(9):330-332. Mar.1937. 280.8 J824
Cites the difficulties connected with determining efficiency ratings.

258. Kingsbury, F.A. Analyzing ratings and training raters. Jour. Personnel Res.1(8-9):377-383. Dec.1922/Jan.1923. 280.8 J824

259. Kingsbury, F.A. Grading the office job. Admin.5(3):267-274; 5(4):393-401; 5(5):537-548; 5(6):669-680. Mar.,Apr.,May, June 1923. 280.8 Ad6
I.A scale for grading banking jobs;II.Making the analysis; III.Factors in the grading scale;IV.Practical use of specifications and gradings.

260. Kingsbury, F.A. Making rating-scales work. Jour. Personnel Res. 4(1):1-6. May 1925. 280.8 J824
"To yield reliable results rating-scales must be adapted to circumstances. The best method of rating is not the same everywhere, but depends on the particular needs of each organization and on the supervisors who make the ratings. Statistical refinements must frequently be sacrificed for practical reasons. Dr. Kingsbury believes that rating-scales are useful tools, worthy of further study and improvement, rather than abandonment because of present imperfections."

261. Knight, F.B. The effect of the acquaintance factor upon personal judgements. Jour.Ed.Psychol.14(3):129-142. Mar.1923. Off.Educ.Library
"The factor of acquaintance operates to make ratings more lenient, i.e., increases the over-rating, and to make ratings less critical and less analytical, i.e., increases the influence of the halo of general estimate."

262. Knight, F.B. and Franzen, R.H. Pitfalls in rating schemes. Jour. Ed.Psychol.13(4):204-213. Apr.1922. Off.Educ.Library.

263. Kornhauser, A.W. A comparison of ratings on different traits. Jour. Personnel Res. 5(11):440-446. Mar. 1927. 280.8 J824

264. Kornhauser, A.W. Reliability of average ratings. Jour. Personnel Res. 5(8):309-317. Dec. 1926. 280.8 J824

265. Kornhauser, A.W. What are rating scales good for? Jour. Personnel Res. 5(5):189-193. Sept. 1926. 280.8 J824
A survey of the uses and limitations of rating scales.

266. Kress, A.L. How to rate jobs and men. Factory Mngt. and Maintenance 97(10):59-70, illus. Oct. 1939. 291.8 M28
Presents the job rating plan and the employee rating plan of the National Metal Trades Association "adaptable to any plant in any industry."

267. Landis, Carney. The justification of judgments. A study of reasons given by raters in support of their judgments of emotionality, stability and expressiveness. Jour. Personnel Res. 4(1):7-19. May 1925. 280.8 J824
"Are judgments about a person's emotional traits apt to be more valid if the rater can give a reason for his opinion? Can the data upon which intuitive impressions are based be rightly described after the rating is made? Mr. Landis proves experimentally that the reasons given to justify a judgment of this sort have no objective value and do not affect the validity of the ratings."

268. Leffingwell, W.H. A practical plan for rating the efficiency of an office organization. Taylor Soc. Bul. 8(5):178-188. Oct. 1923. 280.8 T21B

269. Melshier, I.J. and Weinstock, Irving. Rating of supervisors by subordinates. Personnel Jour. 19(1):37-40. May 1940. 280.8 J824

270. National civil service reform league. Committee on education in the merit system. The civil service in modern government, a study of the merit system. 58pp. New York, National civil service reform league, 1936. 249.3 N21
"A selected bibliography," pp. 56-58.

271. National industrial conference board. Plans for rating employees. Natl. Indus. Conf. Bd. Studies in Personnel Policy 8. 40pp., tables. New York, June 1938. 249.3 N213
Discusses fundamentals of employee rating, rating forms and current practices and policies in rating procedures.

272. Ordway, S.H. and Laffan, J.C. Approaches to the measurement and reward of effective work of individual government employees. Natl. Munic. Rev. Sup. 24(10):555-601. Oct. 1935. 280.8 N21
A monograph analyzing the subject of employee rating with particular reference to the New York City Civil Service, based on studies of existing service rating systems, prior service

rating attempts in New York City, and the researches, writings, and experiments of some authorities in this field.

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275. Probst, J.B. Service ratings. *Civ. Serv. Assembly U.S. and Canada Tech. Bul.* 4. 94pp., illus. Chicago, Bureau of Public Personnel Administration and the Civil Service Assembly of the United States and Canada, cl931. L.C.

276. Raphael, W.S. The efficiency of efficiency rating systems. *Pub. Admin.* 11(1):68-77. Jan. 1933. L.C.

277. Shelton, H.W. Mutual rating, a contribution to the technique of participation. *Taylor Soc. Bul.* 5(2):59-66. Apr. 1920. 280.8 T21
In this paper, presented at the 1919 annual meeting of the Taylor Society, the author presents a "technic of mutual rating" developed at the Emergency Fleet Corporation.

278. Stevens, S.N. and Wonderlic, E.F. An effective revision of the rating technique. *Personnel Jour.* 13(3):125-134. Oct. 1934. 280.8 J824
"References, "pp. 133-134.

279. Wadsworth, G.W., jr. Practical employee ratings. *Personnel Jour.* 13(5):263-269. Feb. 1935. 280.8 J824
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280. Walters, J.E. Rating the job and the man. *Factory Mangt.* 95(6): sup. S393-S404. June 1937. 291.8 M28

281. What's wrong with service (efficiency) ratings? *Pub. Personnel Studies* 7(2):18-28. Feb. 1929. 280.8 P96

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282. Bingham, W.V. and Moore, B.V. How to interview. 308pp. New York, Harper & Bros., 1934. L.C.
Helpful for those whose work includes the interviewing of persons within or outside of the company.

283. Bingham, W.V. Oral examinations in civil service recruitment with special references to experiences in Pennsylvania. Civ. Serv. Assembly of the U.S. and Canada. Pam. 13. 30pp. Chicago, Civil Service Assembly of the United States and Canada, 1939. 249.39 C49P no. 13

284. Bingham,W.V.and Freyd,Max. Procedures in employment psychology; a manual for developing scientific methods of vocational selection. 269pp. Chicago and New York, A.W.Shaw & co., ltd.,1926. L.C.
"References",pp.235-245.

285. Frederic,K.A. Trained personnel for public service. 54pp. Washington,D.C.,The National league of women voters,1935, L.C.
Extent of the merit systems, the standards of selection and the supervision.

286. Gowin,E.B. The selection and training of the business executive. 225pp.,illus. New York, The Macmillan co.,1918. L.C.
Includes a discussion of the asset value of executives; essential qualities;experience and training;methods of training;the training program;incentives for the executive and policy regarding personnel.

287. Hay,E.N. Sizing up job applicants. Personnel Jour.18(7):258-261. Jan.1940. 280.8 J824

288. Hay,E.N. The use of psychological tests in selection and promotion. Personnel 16(3):114-123. Feb.1940. 280.8 P43

289. Kelly,R.W. Hiring the worker. 250pp.,illus. New York, The Ronald press co.,1918. 280 K292
"Selected bibliography of employment management and related topics,"pp.217-244.
Contents include Duties and responsibilities of the employment manager;Analyzing the job;The vital problem of selection; Initiating workers into their tasks and the general education of employees;The training and qualifications of employment managers.

290. Laird,D.A. The psychology of selecting men. 2d.ed.,345pp.,illus. New York, McGraw-Hill book co.,inc.,1927. 140 L14
"Suggested readings" at end of part of the chapters.

291. Martin-Leake,Mary and Smith,Thyra. The scientific selection and training of workers in industry and commerce. 104pp. London, New York, Sir I.Pitman & sons,ltd.,1932. L.C.

292. New method of interview hiring. Personnel Jour.18(4):128-135. Oct.1939. 280.8 J824
"Review and extracts from a recent report of Samuel H. Ordway,jr.and James C.O'Brien,Washington,D.C."

293. Thompson,L.A.et al. Interview aids and trade questions for employment offices. 173pp. New York, Harper & bros., 1936. L.C. and SCS Region 9 Library,Spokane,Wash.

294. U.S.National resources committee.Science committee. Research - a national resource.I.-Relation of the federal government to research. 255pp.,illus. Washington, U.S.Govt.print.of., 1938. 173.2 N214Rs
The recruitment of personnel,pp.10-11.
Recruitment through internships,p.12.
In-service training,pp.12-13.
Utilization of non-governmental personnel,p.13.

295. White,L.D. Government careers for college graduates;an experiment in the selection of federal employees from liberal arts colleges. 20pp. Chicago,Civil service assembly of the U.S. and Canada,1937. 249.3 W58

SAFETY AND HEALTH

296. Buchman,R.P. Training job and its relation to safety. Safety Engin.71(1):36-38. Jan.1937. 449.8 Sal

297. Safety fundamentals for the federal service. Personnel Admin.2(2): 12-13. Oct.1939. 249.38 P43

298. Lee,I.J. How to make the safety speech. 63pp. Chicago, National safety council,inc., 1939 200 L512
"A list of books on public speaking,"pp.62-63.
"A list of books on discussion,"p.63.
"Presents those aspects of public speaking method most useful to the individual with little or no background in the subject."

299. Matthews,A.G. A district looks at safety. Mil.Engin.31(180): 416-421,illus. Nov./Dec.1939. 290.9 Un3
"The present article depicts some aspects of safety from the worm's-eye view of an active,accident-harassed engineer district."

300. National safety council,inc. Materials for the safety speech. 64pp. Chicago, National safety council,inc.1939. 449 N2LM

301. Reigcluth,R.J. Safety and economy in heavy construction. 237pp., illus. New York, McGraw-Hill book co.,inc.,1933. 290 P27
"The main purpose of this handbook is to provide in one, small,compact volume information on construction safety and economy which can readily be used in the field of heavy construction by superintendents and foreman.The form and arrangement of the book are designed to present the subject so that the reader will realize that safe practices are not only a means of preserving life and limb, but are also the most economical method of carrying on heavy construction operations."

302. Rutland,C.J. Building foremen to appreciate accident prevention. Edison Elec.Inst.Bul.3(9):356,361. Sept.1935. L.C.

303. Schultz, R.S. Psychological aspects of safety training. Personnel 15(2):81-90. Nov. 1938. 280.8 P43
"This helpful article discusses one of the most important aspects of accident prevention, namely, the psychological element. The key man in a prevention program, Dr. Schultz says, is the foreman or supervisor whose attitude toward society is readily reflected by the individual under his direction."

304. Vaughan, H.B., jr. Safety pays. The Corps of Engineers proves it. Mil. Engin. 31(179):363-365, illus. Sept./Oct. 1939. 290.9 Un3

TRAINING

305. Achard, Frank. We're all in training. Natl. Safety News 30(1): 21-23, 58. July 1934. 449.8 N212
"Job training is a continuous process. Every member of an organization, from the chief to the newest recruit, is 'in training'. And everyone, except possibly the newest recruit, is assisting in the training of associates and subordinates."

306. Aderhold, O.C. A new approach to training leaders in farm planning. Agr. Ed. (Des Moines) 12(8):146-147, 158. Feb. 1940. 275.8 Ag8
Outlines a new training procedure developed through the Georgia College of Agriculture as the result of the Agricultural Extension Service, the Division of Vocational Agricultural Education, State Department of Education, and the Soil Conservation Service having been requested by the district supervisors of the several soil conservation districts to participate in a program of formulating farm programs, with special references to the conservation of soil and water.

307. Allen, C.R. The foreman and his job; a handbook for foremen and for leaders of foremen's conferences. 526pp., illus. Philadelphia and London, J.B. Lippincott co., c1922. L.C. also SCS Reg. 7 Libr., Lincoln, Neb.
This is a companion book to "The Instructor, the Man and the Job".
"While this book deals more directly with the problems of a foreman in an industrial plant, the questions raised and the suggestions made apply almost exactly as well to anyone who has supervisory, managerial and instructing responsibilities whether in the plant or in the office." - Preface.

308. Allen, C.R. The instructor, the man and the job; a handbook for instructors of industrial and vocational subjects. 373pp., illus. Philadelphia and London, J.B. Lippincott co., c1919. L.C.

309. American gas association. The necessity for training supervisory employees. 8pp. New York, American gas assoc., 1938. SCS Reg. 5 Libr., Milwaukee, Wis.
This is an office management committee report dealing with prerequisites of supervisory training; types of supervisory

training programs such as the conference, the lecture, and the circulation method; essentials of a supervisory training course; the supervisor as an administrator of company policy, as an adjustor of grievances, a promoter of safety, a maintainer of health, a producer, an economizer of costs, a developer of men and as a developer of work procedures.

310. American management association. Selection and training of office workers. Amer. Mangt. Assoc. Office Mangt. Ser. 75. 39pp. New York, c1936. L.C.

Contents: What's new in methods for selecting office workers, by M.S. Viteles; An appraisal of current pre-employment training, by J.R. Jackman; Office training programs that bring results, by J.W. Riedell.

311. American municipal association. Toward competent government; the need for training public employees, a review of present methods, and proposals for future development. 39: numb. 1., processed. Chicago, American municipal assoc., 1936. 249.3 Am33

312. American municipal association. Training schools for municipal officials conducted by state leagues of municipalities; preliminary information submitted to the committee on training. 55pp. Chicago, American municipal assoc., 1932. L.C.

313. American political science association. Committee on practical training for public service. Preliminary report...to the...Association at its Washington meeting, January 1, 1914. pp.299-356. Madison, Wis., 1914. L.C.

Reprinted from the Proceedings of the American Political Science Association, 1913.

314. American political science association. Committee on practical training for public service. Proposed plan for training schools for public service. 15pp. Madison, Wis., n.d. L.C.

An early report which emphasized the value of practical work in governmental departments, bureaus or commissions as essential for training for public service.

315. Baker, Helen. Company plans for employee promotions. 48pp., illus. Princeton, N.J., Princeton university, Dept. of economics and social institutions, Industrial relations section, 1939. 249.3 Pl7I

Presents in brief compass an analysis of promotional programs in representative companies.

Includes chapters on general procedure in promotional programs and training for promotion.

316. Beatty, A.J. Effective office apprenticeship. Voc. Ed. Mag. 1(10): 795-797. June 1923. 275.8 V853

"To meet the increasing shortage of competent office girls the training department of the American Rolling Mill Company organized a course in office work. The course follows two distinct lines of work, the forenoons being devoted to more or less general training on office work and the afternoons to

actual work in the offices about the plant.

317. Beckman, R.O. How to train supervisors. Manual and outlines for determinate discussion. 305pp., illus. New York and London, Harper & bros., publishers, 1940. 249 B38
A manual describing group discussion procedures and presenting thirty-two detailed outlines of discussion topics.

318. Beckman, R.O. The WPA trains its foremen. Personnel Admin.1(9): 4-6. May 1939. 249.38 P43

319. Bergen, G.L. Uses of job study. Personnel 6(2):85-100. Nov. 1929. 280.8 P43
A brief but comprehensive summary emphasizing the results achieved from uses of job analyses.

320. Bergen, H.B. Executive training. Jour. Soc. for Adv. Mngt.2(3): 66-70. May 1937. 280.8 Sol22
"Effective management today depends in large measure on the skill and knowledge of executives. And it has been found that a sufficient number of persons with the required qualifications do not 'just grow'. It is necessary therefore to train them.
"How to do this is the concern of most organizations and the experience of successful companies is always welcome."

321. Brooks, Earl. In-service training of federal employees. 74pp. Chicago, The civil service assembly of the United States and Canada c1938. 249.3 B792
Appendix A. Selected bibliography of in-service training, pp. 68-69.

322. Bundy, P.D. Training program. Amer. Gas Assoc. Proc. 1933:132-136. New York, American gas association, inc., 1933? L.C.
Suggests methods in the development of employees in a better knowledge of their duties and responsibilities.

323. Burnham, T.H. Modern foremanship. 175pp. London, Sir Isaac Pitman & sons, inc., 1937. L.C.
Bibliography, pp. 169-171.
Chapter IX, The Foreman's role in training, is of particular interest.

324. Buxton, G.F. A report of foremanship conferences. Seven years service to the industries of Indiana 1923-1930. Purdue Univ. Engin. Ext. Serv. Ext. Ser. 25. 61pp., illus. Lafayette, Ind., Jan. 1931. 290.9 P972 no. 25
The usual practice has been to carry the service directly to a single factory at a time, and to hold a meeting there with the heads of the various departments.

325. Buxton, G.F. Report of foremanship training program in Indiana industries, 1919-1936. Purdue Univ. Engin. Ext. Dept. Ext. Ser. 36. 40pp., illus. Lafayette, Ind., May 1936. 290.9 P972 no. 36
Three types of groups have been organized in this training

program:A.Conferences with factory foremen and others having direct responsibility for the supervision of employees,pp.5-15; B.Leadership conferences intended for individual leaders who will later conduct foremanship meetings in their respective plants or departments,pp.16-17;C.Foremanship conferences for the supervisory personnel in the Civilian Conservation Corps camps of Indiana,pp.18-20.

326. Childs, R.deC. Techniques of group leadership. Spec.Libr.30(1): 3-9. Jan.1939. 243.8 Sp3
Methods of conducting a group discussion,including techniques "that encourage members to talk...engender group spirit and... help to keep the discussion on the track".

327. Civil service assembly of the United States and Canada. Proceedings of thirtieth annual meeting...Washington,D.C.,October 17,18,19, 20 and 21,1938. 101pp. Chicago,1938? 249.39 C49Pr,20th,1938
Partial contents:Public personnel administration a decade hence,by L.D.White,pp.14-16;Training for effective letter writing,by Milton Hall,pp.54-57;The selection and training of trainers,by W.E.Kosher,pp.57-60.

328. Civil service assembly of the United States and Canada.Committee on training of personnel workers. Preliminary report. Civ. Serv.Assembly of the U.S.and Canada.Spec.Bul.13. 33 numb.1., mimeogr. Chicago, November 1939. 249.39 C49S no.13
"This report summarizes and to a certain extent evaluates some of the efforts now being made to provide the training necessary to meet the staff requirements of public personnel agencies,whether operating under merit system laws or otherwise,at the federal,state and local levels."

329. Clapp,G.R. Supervisory training in the Tennessee valley authority. Civ.Serv.Assembly of the U.S.and Canada.Pam.3. 22pp.
Chicago, Civil Service Assembly of the United States and Canada,1936. 249.3 C53 no.3

330. Columbia university.Dept.of business. A home study course in administration,prepared under the supervision of Department of business. 123pp. New York, Columbia univ.press,1930. L.C. Bibliography,p.7.

331. Conference method of foreman training. Machinery [New York] 44(8): 539. Apr.1938. 297.8 M18
"Those who have inquired into the methods by which a foreman can secure such training and knowledge as is necessary to fulfill his duties properly,have come to the conclusion that the conference method of foreman training will most effectively bring about the desired result.This method has proved to be the most effective medium by which:
1.To give the executive and supervisory forces a knowledge of company organization.
2.To give instruction in company policies and the opportunity

to analyze and discuss their operation.

3. To insure a clear understanding of department responsibilities and functional procedure.

4. To make clear the inter-relationships of the executives and supervisory personnel.

5. To stimulate constructive and cooperative thought on company problems.

6. To secure for management, from the supervisory group, an analysis of operating problems with suggested solutions.

7. To instruct the executive and supervisory personnel in the proper analysis of their own jobs.

8. To convey to foremen sound information on the industrial, economic and social aspects of labor relations as they affect the company, the employee and society.

332. Conference on in-service training in the federal government.

Proceedings...January 14 and 15, 1939. v.p., mimeogr. Washington, D.C., United Federal Workers of America, Education Committee, District of Columbia Council, 1939. 249.39 C76

333. Conference on university training for the national service, University of Minnesota, 1931. University training for the national service; proceedings...July 14 to 17, 1931.

325pp. Minneapolis, The Univ. of Minnesota press, 1932. L.C.

334. Conway, E.J. Staff training. Jour. Accountancy 65(2):119-126. Feb. 1938. 325.8 J82

"This essay has been awarded first prize in a contest conducted by the American Institute of Accountants for the best essay by a staff employee on the subject of 'staff training.'"

335. Corson, J.J. Telling the staff about it. Personnel Jour. 16(2): 69-72. Nov. 1939. 280.8 J824

"While annual reports to employees have become an accepted practice in industry, for Federal bureaus this type of report is an innovation. Recently the Bureau of Old-Age and Survivors Insurance of the Social Security Board issued a special report of accomplishments to its staff - a concise and interesting over-all account of its activities during the past fiscal year. This highly effective job of reporting has been described in the following article by the Director of the Bureau."

336. Cushman, Frank. Foremanship and supervision. A practical handbook for foreman conference leaders and supervisors of vocational education. 2d.ed., 286pp., illus. New York, John Wiley & sons, inc., 1938. 249.3 C95

337. Cushman, Frank. Training for foremanship. Mech. Engin. 48(9): 906-908. Sept. 1926. 291.9 Am3J

Contributed by the Committee on Education and Training for the Industries and presented at the Providence meeting of the American Society for Mechanical Engineers, May 3, 1926.

338. Cushman, Frank. Training procedure. A discussion of the problems encountered in planning, organizing, operating and maintaining efficient training programs in industrial business, and public service organizations. 230pp. New York, John Wiley & sons, inc., 1940. 249.3 C95T
"Selected references," pp. 221-223.

339. Cushman, Frank. Training trainers to train. Employment Security Rev. 7(2):3-8. Feb. 1940. 158.3 Em72

340. Davis, G.W. The value of supplementary training. Penn. Game News 10(7):4, illus. Oct. 1939. 412.9 P38Pe
The writer, who attended the Pennsylvania Game Commission's Training School, tells of the SCS contribution to the "refresh-er course" the theme of which was "Wildlife Food and Cover Development on Farm and Forest Land".

341. Devine, J.E. Films as an aid in training public employees. 114pp. New York, Committee on public administration, Social science research council, 1938. L.C.

342. Devine, J.E. Post-entry training in the federal service. 73 numb. 1., mimeogr. Chicago, Public administration fund, Univ. of Chicago, 1935. 275 D49
Bibliography, p. 72
Contains a description of all the activities of several branches of the federal government in employee training.

343. Dewey, John. How we think. 224pp. New York, D.C. Heath & co. 1910. L.C.
Profitable reading for anyone who is responsible for conducting conferences.

344. Diemer, Hugo. Foremanship training. 230pp. New York, McGraw-Hill book co., inc., 1927. L.C.
"References," pp. 220-223.

345. Dictz, J.W. Some improvements in existing training systems. Amer. Acad. Polit. and Social Sci. Ann. 65(154):244-251. May 1916. 280.9 Am34
By the manager, Education Department, Western Electric Company, Chicago, Ill.

346. Dildine, P.L. Goodrich educational program; conference method and institute courses. India Rubber World 92(4):29-30. July 1935. 305.8 In2
Brief description together with conference topics for a period of several years.

347. Dutton, H.P. Employee training. Factory Mngt. 94(2) sup.: S182-S196, illus. Feb. 1936. 291.8 F28

348. Faunce, F.A. Secretarial efficiency...with the collaboration of Frederick G. Nichols... 60lpp., illus. New York, Whittlesey House, McGraw-Hill book company, inc. [cl1939] 249.2 F27
A fresh and useful interpretation of "an exacting vocation". It is recommended for all engaged in secretarial duties.

349. Fern, G.H. Training for the job. Natl. Safety News 38(2):25-26, 74-75. Aug. 1938. 449.8 N212
"The wise employer selects desirable employees, starts them on the right jobs and trains them in habits of skill and safety."

350. Fern, G.H. Training the man for the job. Safety Engin. 71(5): 197-198, 200. May 1936. 449.8 S41
This summary of an address, given before the Annual Safety Congress at Louisville, Ky. discusses training from an industrial viewpoint but makes points which are of value in consideration of a training program of any type.

351. Fitch, M.A. Training a typist. Vocat. Ed. Mag. 1(9):674-675. May 1923. 275.8 V853
This is an interesting study of how to train a typist in the best methods. It is based on the experience of the Boston Clerical School in developing typists.

352. Foremen training: summary of plans used by industry generally and the American Cyanamide system. Chem. Indus. 38(1):46-47. Jan. 1936. 381 C426

353. Field, L.F. Training men in the public service from the viewpoint of the civil service. Pub. Servant 1(8):121-123. Nov. 1916. L.C.
Problem of the training in the field of specialized municipal employment in comparison with the ordinary and professional employees.

354. Gillespie, J.J. Training in foremanship and management. 17lpp., illus. London, Sir Isaac Pitman & sons, ltd., 1934. L.C.

355. Greene, J.H. and Kinzer, A.L. Interesting department executives in organized training. Jour. Personnel Res. 6(6):442-447. Apr. 1928. 280.8 J824
Written from a department store viewpoint.

356. Greene, J.H. Organized training in business. 2d ed. rev., 350pp. New York, Harper & bros., 1937. SCS Reg. 7 Libr., Lincoln, Nebr.
A practical guide to the methods of conducting training classes in mercantile and industrial establishments. It not only argues the advantages of training but tells how it is to be done.

357. Greenly, R.J. and Tussing, L. What foremen learn in conferences. Personnel Jour. 17(3):8-87. Sept. 1938. 280.8 J824
Findings from an intensive study of the results of foreman

training recently completed by the Department of Trades and Industries of Purdue University. Nearly 500 foremen and supervisors cooperated in the study.

358. Gross, R.D. Discovering and correcting supervisory weaknesses. *Soc. Adv. Mangt. Jour.* 2(3):76-80. May 1937. 280.8 Sol22
"The supervisor who is effective is the one who has learned to adjust himself to the work relationships of the group he is supervising and at the same time to the management and to bring these two into alignment for stability.
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359. Hald, A.E. The necessity of training supervisory employees. *Amer. Gas Jour.* 149(5):65-66. Nov. 1938. L.C.

360. Hall, Milton. Organizing the training program. *Personnel Admin.* 1(4):1-4. Dec. 1938. 249.38 P43
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361. Ham, C.W. Toward competent government; education and training of employees. *Amer. Waterworks Assoc. Jour.* 29(1):111-127. Jan. 1937. 292.9 Am32J
A good summary article. It takes up: The case for in-service training, in-service training program of governmental units, in-service training by professional groups, in-service training by agencies representing local governments, defects and limitations of in-service training, accomplishments of in-service training, general principles and the future of such training.

362. Hawke, J.R. Training for the public service occupations. U.S. Off. Ed. Vocat. Ed. Bul. 192. Trade and Indus. Ser. 54. 82pp. Washington, U.S. Govt. print. off., 1938. 173 V85B

363. Henry, W.H.F. and Seeley, Levi. How to organize and conduct a meeting. rev. ed., 133pp. New York, Noble & Noble, 1938. L.C.
"A compact, clear and practical little book expressing in simple language the recognized rules for parliamentary procedure. Its usefulness is increased by the outline of discussed steps at the end of each chapter."

364. Hepler, C.W. Training on the job. U.S. Employment Serv. News 6(12): 17-18. Dec. 1939. 158.3 Em72
"Takes stock" of on-the-job training in State Employment Services.

365. Humke, H.L. An outline for employee education; Servel, Inc. Evansville, Ind. *Factory Mangt.* 95(10) sup:83-98, illus. Oct. 1937. 291.8 M28

366. Humke, H.L. Types of foreman training. *Soc. Adv. Mangt. Jour.* 2(5): 143-147. Sept. 1937. 280.8 Sol22
An effort is here made to classify the types or methods of foreman training programs followed in industrial plants visited by the writer and to give an evaluation of these methods.

367. Hunt, E.E. Conferences, committees, conventions and how to run them. 218pp., illus. New York, Harper & Bros., 1925. L.C.

368. Hutchinson, L.I. Standard handbook for secretaries. 616pp. New York, McGraw-Hill Book Co., Inc., 1936. 200 H97
"An excellent and comprehensive guide, giving concise information on the use of English, spelling, pronunciation, punctuation, etc. The chapter covering 'Typewritten work' is especially useful. Other subjects covered are legal and court papers, government information, financial statements, foreign exchange and other information needed by secretaries. Contains an excellent list of abbreviations and list of reference books. Well indexed."

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371. Kolb, J.F. Apprentice training methods. *Mech. Engin.* 57(7):421-422. July 1935. 291.9 Am3J
Contributed by the Committee on Education and Training for the Industries and presented at the semi-annual meeting, Cincinnati, Ohio, June 17 to 21, 1935, of the American Society of Mechanical Engineers.

372. Kroeger, L.J. Training for public personnel administration in California, a joint project of the California State Personnel Board and the University of California. *Civ. Serv. Assembly of the U.S. and Canada. Spec. Bul.* 1. 19 nurb. 1. [Chicago?] Civil service assembly of the United States and Canada c1936 L.C.
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373. Krouse, Elizabeth. Systematic employee training provides better customer service. *Rand McNally Bankers No.* 53(11):666-667, 684, illus. Nov. 1936. 284.8 B223
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374. Lambie, M.B., editor. Training for the public service; the report and recommendations of a conference sponsored by Public administration clearing house... Pub. Admin. Serv. Pub. 49. 49pp. Chicago, Public administration service, 1935. 275 P96 na49

375. Langley, R.W. and Edwards, J.R. Training and selection of workers. Soc. Adv. Mangt. Jour. 1(2): 31-36, 59. Mar. 1935. 280.8 Sol22 Includes discussion of paper by King Hathaway.

376. McClelland, F.C. Office training and standards. 2d rev. ed., 343pp., illus. New York, McGraw-Hill book co., inc., 1929. SCS Reg. 7 off., Lincoln, Nebr.

377. Mapel, E.B. Management's approach to job training. Personnel Jour. 18(10): 352-357. Apr. 1940. 280.8 J824
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379. Melton, P.W. Training public employees. Personnel Jour. 16(2): 65-69. June 1937. 280.8 J824
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380. Meriam, Lewis. Public service and special training, four public lectures delivered at the University of Chicago, April 1936. 83pp. Chicago, Ill., The Univ. of Chicago press [c1936]. 275 M54
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381. Metcalf, H.C. Developing leaders through the conference method. Soc. Adv. Mangt. Jour. 3(1): 40-47, 53. Jan. 1933. 280.8 Sol22
"The kind of education needed today is through the conference method. Through this method, all the components in an organization will have an opportunity to display leadership and to contribute valuable thoughts to the development of company policies."

382. Moore, L.S. Training for public service. Occup. Vocat. Guidance Mag. 18(1): 32-37. Oct. 1939. 275.8 V855
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apprenticeship in forty manufacturing plants.

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"Better relationships between foremen and men, improved job efficiency and greater safety consciousness are some of the results of a systematic program of training."

385. National advisory committee on education. Federal relation to education. 2 pts. *Washington, D.C.*, Oct.1931. 275 N215 F
Pt.1, chap.VII, The training of government personnel, pp.65-70.
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A description of "in service" training programs based on fourteen years experience in three geographical areas in which 6,000 individuals have been participants at federal, state, county and municipal levels.

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Abstracts of two reports presented at a convention of the American Association of Railway Superintendents; one by R.C. Randall on the proper organization of supervisory forces; and the other by V. Parin on discipline.

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Work of the Federal Committee on apprentice training.

390. Patterson, W.F. Wanted:broader training. *Amer. Mach.*79(21):749-751, illus. Oct.9,1935. 297.8 Am3
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391. Pierce, J.F. Problems, methods, and results of training TVA office employees and supervisors. *Mangt. Rev.*28(1):9-10. Jan.1939. 280.8 M312
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392. Post-entry training and education in the public services; report of a research group of the I.P.A. *Pub. Admin.*11:37-67. Jan.1933. L.C.
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393. Read, M.D. Employee training. Amer. Gas Jour. 145(2):20-22, 35. Aug. 1936. L.C.
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